DOCUMENT RESUME

ED 291 221 EC 201 990

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TITLE Annotated Bibliography of Literature on Planning Comprehensive, Integrated Service Delivery Systems for Children with Special Needs and Their Families. Linking Community Resources in Order To Service Children with Special Needs and Their Families.
INSTITUTION Kansas Univ., Lawrence. Bureau of Child Research.; Kansas Univ., Lawrence. Dept. of Special Education.
SPONS AGENCY National Inst. on Disability and Rehabilitation Research (ED/OSERS), Washington, DC.
PUB DATE Sep 87
CONTRACT 300-84-0149
NOTE 100p.; A product of Project Nexus.
PUB TYPE Reference Materials - Bibliographies (131)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS *Agency Cooperation; Community Action; *Community Development; *Cooperative Planning; *Delivery Systems; *Disabilities; *Diseases; Early Childhood Education; Family Programs; Integrated Activities; Program Development; Social Services; Technical Assistance

ABSTRACT

This annotated bibliography was compiled by Project NEXUS as a resource for local community groups or agencies wishing to improve services to disabled or chronically ill children, from birth to 3 years of age, and to their families. The bibliography lists English-language books, journal articles, guides, and manuals that provide either background information or specific descriptions of models for planning integrated services. The 87 listings, published between 1972 and 1987, are arranged in alphabetical order by title. For each listing, the title, author, source, publication date, format, purpose, summary, comments, uses, and special features are listed. (JDD)

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ANNOTATED BIBLIOGRAPHY OF LITERATURE ON PLANNING COMPREHENSIVE, INTEGRATED SERVICE DELIVERY SYSTEMS FOR CHILDREN WITH SPECIAL NEEDS AND THEIR FAMILIES

Linking community resources in order to service children with special needs and their families

September, 1987

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PROJECT NEXUS

Patricia Barber, Shirley Behr, Robin Hazel, Edwin Helmstetter, and Sally Roberts

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NOTICE

This manuscript was prepared with support from the National Institute of Disabilities and Rehabilitation Research and the U.S. Department of Education, awarded to the Department of Special Education and the Bureau of Child Research, University of Kansas (Contract No. 300 84 0149). The opinions expressed herein do not necessarily reflect the position or policy of the U.S. Department of Education, and no official endorsement by the Department of Education should be inferred.

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INTRODUCTION

Purpose

This annotated bibliography is written as a resource to local community groups or agencies that wish to improve services to children, birth to three years of age, who are disabled or chronically ill and to their families. The resources in this bibliography are described in sufficient detail to allow groups or agencies to select the materials that may be most useful based upon the needs and resources in their unique local community.

Resource Material Included in the Bibliography

As communities begin the process of developing integrated service delivery programs they need to have a plan for their "process development," information relevant to services integration and tools to facilitate the integration process. Within this bibliography the reader will find journal articles, books, guides, and manuals that provide either background information or specific descriptions of models for planning integrated services.

This bibliography is not intended to be a complete review of all available resources that have been published. It is, however, a collection of accessible materials that the reviewers felt would most likely pertain to the needs of the reader.

Review Process

The initial review focused on identifying literature designed to provide technical assistance to communites, parent groups, health care providers, educators, administrators, advocate organizations, and public and private agencies on how to develop integrated, community-based service delivery systems for young children with special needs and their families.

The review process included library computer searches, letters and personal contacts to individuals in state departments of education, mental health/retardation or public welfare, university programs in special education, human development, family life, social welfare, health related services, university affilated facilities, research and development centers, national and state parent organizations, and private organizations that serve children with special needs and their families.

Format of the Annotation

TITLE: This is the title as written on the material reviewed.

AUTHORS:	Authors are listed by last name followed by initials or first name.
SOURCE:	The name and, when available, the address of the publisher or agency from which the material might be obtained.
DATE:	Date of publication, conference, or presentation.
FORMAT:	The manner in which the material is presented. Manuals and guides provide step-by-step procedures to follow; books, journal articles, and papers may contain procedures but they do not present them in a step-by-step format.
PURPOSE:	A general description of the intent of the authors in writing the material.
SUMMARY:	A brief description of the material.
COMMENTS:	Includes additional information on features that make the material appropriate for service planners.
USES:	The person or group that might find the material particularly helpful.
SPECIAL FEATURES:	Includes a list of additional helpful aspects of the material. Includes appendices, tables, charts, discussion questions, and forms.

TITLE: Affiliate Agreements in Community Mental Health: Shotgun Weddings?

AUTHORS: Kane, T.J., and Meyer, Jr. S.

SOURCE: Administation in Mental Health, 8(2), 124-132

DATE: Winter, 1980

FORMAT: Journal Article

PURPOSE: This article discusses the development of cooperative agreements between community mental health centers and their affilitates. It provides a conceptual framework to guide administrators in that process.

COMMENTS: The authors candidly discuss three aspects of the affiliation-development process: (a) the predisposition of the parties toward the development of an agreement, (b) the negotiation mechanism, and (c) the negotiation process.

USES: Though this article directly focuses on the affiliation of mental health centers with hospitals, the issues raised concerning interagency affiliation would be beneficial to anyone thinking about interagency cooperation.

SPECIAL FEATURES: An outline of an effective negotiation process is included.

Title: Assessing Interagency Coordination Through Process Evaluation

AUTHORS: Magrab, P., Flynn, C., and Pelosi, J.

SOURCE: State Technical Assistance Resource Team
NCNB Plaze
Suite 500
Chapel Hill, North Carolina 27514

DATE: 1985

FORMAT: Monograph

PURPOSE: This monograph is intended to help state and local agencies conceptualize process evaluations of their interagency efforts.

SUMMARY: There are two sections to this monograph. The first discusses several issues relevant to conceptualizing a process evaluation. The second describes selected process evaluation methods and instruments.

COMMENTS: An overview of methods and instruments that may be used to review, analyze, and document interagency processes is provided, it is not a procedure handbook.

USES: Useful for anyone responsible for evaluating or facilitating interagency coordination efforts at the state and local level.

FEATURES: The appendices include examples of evaluation instruments and summaries of state and local evaluation studies of interagency coordination.

Title: Bridges and Barriers.
Interagency Collaboration: Strategies and resources for facilitators

AUTHORS: The Mid-Atlantic Regional Resource Center

SOURCE: George Washington University

DATE: 1982

FORMAT: Handbook

PURPOSE: This handbook was designed as a guide and reference tool for interagency facilitators, i.e. individuals who are responsible for initiating and maintaining the process of collaboration.

SUMMARY: This document leads the reader through the four major stages of interagency collaboration, preparation, planning, implementation, and evaluation. Each section presents a combination of step-by-step tasks, strategies and suggestions for dealing with the interpersonal aspect of collaboration. The underlying philosophy of the handout is that human factors related to coordination are the most crucial to success as well as the most common barriers. Therefore, emphais is placed on team building, decision-making and conflict awareness and resolution.

COMMENTS: This is a good reference tool as well as introductory guide to interagency collaboration. Other inservice training materials on this topic were developed by the authors, but not included in the handbook. These may be available upon request.

USES: To be used by group facilitators, but all committee members would profit from this information.

FEATURES: The content of the handbook is derived from field study, and literature reviews. The strategies and processes presented throughout the document are documented, with bibliography, for further reference.

TITLE: Brokering Power at the State Level for Child Health Care

AUTHOR: Freedman, S.A.

SOURCE: Georgetown University Child Development Center
3800 Reservior Road, N.W.,
Washington, D.C. 20007

DATE: 1984

FORMAT: Guide

PURPOSE: This workbook is to help the reader (a) identify key people in state government, (b) develop issues for consideration, (c) develop strategies to gain support for these issues, and (d) learn the appropriate use of influence.

COMMENTS: This workbook is generic and can be used as is or be adapted for a variety of settings and situations.

USES: For use in workshop/training sessions with (a) individuals in the advocacy system, (b) board members of private/public agencies, (c) professionals/ paraprofessionals who are service providers.

SPECIAL FEATURES: Included are worksheets, examples of step-by-step methods, and a case study that demonstrates how this process can be operationalized in a real situation.

TITLE: Building Effective Coalitions: Some Planning Considerations

AUTHORS: Croan, G.M., and Lees, J. F.

SOURCE: Office of Juvenile Justice and Delinquency Prevention
Washington, DC
ERIC Document ED 183 972

DATE: 1979

FORMAT: Manual

PURPOSE: This manual examines the concept of coalition and the application of the concept in local settings.

SUMMARY: Presented is a systematic framework for deciding which roles, organizational structures, and development and maintenance strategies will be most appropriate for a specific project. The manual presents five different coalition models which are defined according to their purpose. Once a model is selected by an agency, the following structures must be developed: coalition membership, director's role and responsibilities, board composition, interagency agreement, staffing, and funding. The author shows how some of these structures differ across models. The final section contains strategies for maintaining cohesiveness.

COMMENTS: The combination of narrative and lists allows for easy reading.

USES: This is written for local coalition projects, but is applicable to efforts at the state and local levels. The contents of this manual are not written specifically for any one population and can be easily applied to most coalition efforts.

TITLE: CARE Linkage Project

AUTHOR: Stafford, B.

SOURCE: Tennessee Children's Services Commission
Suite 1600, James K. Polk Building
5050 Deaderick St.
Nashville, TN 37219

DATE: June, 1984

FORMAT: Collection of reports

PURPOSE: This is a research and demonstration project which proposes to promote ways for preschool programs to collaborate.

SUMMARY: There are four major products from this project: (a) an annotated bibliography of other collaborative efforts and research findings, (b) characteristics and collaborative efforts of Tennessee Preschool programs, (c) the formation and activities of local CARE committees, and (d) the Final Report on the CARE Linkage Project.

COMMENTS: In addition to the major products, the project also has produced (a) a list of physical health, mental health, social service, and educational linkages desirable at state, local, and individual service provider levels; (b) a brochure which gives services available for preschool children from State Department of Mental Health and Mental Retardation, Education, Human Services, Health and Environment and services from Head Start; (c) a report on mental health services for preschool children; and (d) a report of preschool linkage efforts that were occurring in the eight intervention counties of the CARE Linkages project.

USES: These materials would be beneficial to any social service agency (state or local) interested in interagency collaboration.

SPECIAL FEATURES: A detailed telephone interview is included as a model to obtain information to guide the development and design of the local CARE committees. Also included is the conceptual framework, the evaluation instrument, and a preschool program linkage survey.

TITLE: Charting a Planning Course: The Facilitator's Role in Community Planning

AUTHOR: Duffey, L.P.

SOURCE: Council of Educational Facility Planners, International
29 W. Woodruff Avenue, #325
Columbus, OH 43210

DATE: 1982

FORMAT: Guide

PURPOSE: This guide describes the role of the community facilitator and the manner in which a facilitator can assist community planning groups.

SUMMARY: The following sections are included: (a) what a facilitator "is" and "is not," (b) community planning, (c) facilitator beliefs and behavior, (d) facilitator "tools"--tip and techniques, and (e) locating a facilitator. A facilitator is defined as an individual who aids planning groups in defining and accomplishing goals. This individual guides the decision-making process of local groups.

COMMENTS: The orientation of this guide is more directly aimed at the role of the facilitator in the group process and not the step-by-step process involved in group decision-making. Suggestions, ideas, and checklists are provided.

USES: This is a practical guide for group leaders.

SPECIAL FEATURES: See companion guide, "Charting a Planning Course: A Guide to Communicating the Neighborhood's Message" (Duffey, L.P., & Durcher, D.P., 1983).

TITLE: Charting a Planning Course: A Guide to Communicating the Neighborhood's Message

AUTHORS: Duffey, L.P., and Durocher, D.P.

SOURCE: Council of Educational Facility Planners, International
29 W. Woodruff Avenue, #325
Columbus, OH 43210

DATE: 1983

FORMAT: Guide

PURPOSE: This guide provides information on the communication tools used by most major businesses and organizations. A working knowledge of these tools will allow neighborhood organizations to strengthen their position in a community, and facilitate their ability to achieve community goals.

SUMMARY: Various types of communication techniques are presented under three primary modes: grapevine communication, controlled media, and mass media.

COMMENTS: Emphasis is placed on the practical and functional means by which communication can be promoted within a community. Ideas are presented in an easy-to-read format along with examples and suggestions for use.

USES: This guide will be helpful for all individuals engaged in community activities and services. Knowledge of good communication skills and tools will be essential to those who are developing interdisciplinary or interagency services.

SPECIAL FEATURES: See companion guide, "Charting a Planning Course: The Facilitators Role in Community Planning" (Duffey, L.P., 1982).

TITLE: Collaborative Planning in Urban Settings: Strategies for Providers of Service to Young Children with Handicaps

AUTHORS: Handicapped Children's Early Education Program (HCEEP) Urban Network

SOURCE: HCEEP Urban Network Committee and the National Association of State Directors of Special Education

DATE: 1982

FORMAT: Guide

PURPOSE: This guide describes a problem-solving method that can be used by urban agencies to promote collaborative, interagency planning of services to young children with handicaps.

SUMMARY: The document highlights some of the crucial issues related to collaboration, and provides a process to initiate cooperative planning. Part I describes the problem-solving model in a step-by-step manner and with illustrations. Part II contains a summary of discussions and conclusions of the HCEEP Urban Network Committee which served as a field-test group.

COMMENTS: The process is described so that leaders require no special training to implement the steps. The steps consist of a debate session, the development of a goal, the identification of barriers, a likelihood-input analysis which analyzes the ability to resolve impediments, a matrix of results from the analysis, a cross-impact analysis which analyzes the relationships between components, and a process for generating alternative solution strategies.

USES: The basic model is amenable to any decision-making group. The strategies outlined may be used with both small and large groups.

SPECIAL FEATURES: Appendix A contains the step-by-step process for replication by others. Appendix B gives detailed results of the Urban Network's discussions, outlines the strategies they developed to overcome the identified barriers, and provides forms used in the problem-solving model.

TITLE: A Community Approach to an Integrated Service System

AUTHORS: Hazel, R., Barber, P., Roberts, S., Behr, S., Helmstetter, E., and Guess, D.

SOURCE: Project NEXUS
Department of Special Education
University of Kansas
Lawrence, Kansas 66045

DATE: 1987

FORMAT: Manual

PURPOSE: The purpose of this manual is to help communities develop a plan to improve the services to young children who are chronically ill or disabled, and their families.

SUMMARY: The procedures in the manual allow each community to plan for the services in their area, and to begin to develop them in a way that takes into consideration family needs and community resources. The first section provides background information on the inter-relatedness of family systems, community systems, and service delivery systems with a specific discussion of the legislative process and how laws affect services. The second section provides step-by-step procedures for improving services. It discusses who to contact, how to get them together, and what to do with them once they meet. It includes a special chapter on group process. The third section addresses the variety of issues that face such committees, including such issues as organizational structure, commitment, service needs, goal setting, and the development of an action plan. The last section is reproducible copies of all the worksheets in the manual.

COMMENTS: The manual provides practical skills, forms, and related information necessary for a) organizing a community task force which includes all the necessary players; b) assessing community needs and resources related to services for young children with special needs and their families, and c) developing, implementing, and evaluating strategic plans to improve services. The manual was field-tested with individuals and with committees, ranging from a ghetto community in a large city to a very small rural area and reviewed by over fifty persons in the field before the final revision was made.

USES: This manual is a necessary resource for individuals and organization involved in service planning for any population. It would be of use for developing a committee or for existing committees or councils at both the local and state level.

SPECIAL FEATURES: The two strongest philosophical features are 1) the strong emphasis on families throughout the manual, and 2) the inclusion of citizens-at-large from the beginning of the process. The manual is extremely comprehensive with all the forms necessary included. The authors encourage adaptations to meet specific needs.

TITLE: Community Planning Assistance Kit

AUTHORS: Bussard, E., Green, A.C., and Educational Facilities Laboratories

SOURCE: Council of Educational Facility Planners (CEFP)
29 West Woodruff
Columbus, OH 43210

DATE: February, 1980

FORMAT: Manual

PURPOSE: The purpose of this kit is to help community people plan for better provision of community services.

SUMMARY: The Community Planning Kit outlines seven steps of planning: (a) getting started, (b) gathering information, (c) identifying priority needs, (d) defining program requirements, (e) exploring options/developing a plan, (f) revising the plan, and (g) following through. The kit has four basic components: (a) a chart which outlines the planning process, identifies stages in the process, and shows how planning assistant materials support each stage; (b) planning assistant materials which provide a step-by-step procedure for the planning process; (c) six Community School Center Booklets which serve as a resource for the planning team concerned with housing community services; and (d) two scripts of a slide/tape (slide/tape may be borrowed from CEFP) on "Cooperative Community Planning" and "Consider the Community School Center."

COMMENTS: The authors include in the introduction useful suggestions as to how to adapt their materials, comments about the role of the leader, the importance of ongoing participation and communication, what to do with "hidden agendas," how to trouble-shoot problems, and how to make time for planning.

USES: The kit is designed for use by a local planning team which is broadly representative of community residents, community governments and agencies who share concerns about community services, maximizing use of community resources, and cooperative planning.

SPECIAL FEATURES: The kit includes specific stages of planning with process notes to the leader, worksheet checklists, interview surveys, and other materials ready to use for the planning process.

TITLE: Community Readiness: Preparing for the Coordination of Human Services (Volume I)

AUTHORS: Human Services Coordination Alliance, Inc.
Louisville, KY

SOURCE: National Technical Information Service
5285 Port Royal Road
Springfield, VA 22161

DATE: 1976

FORMAT: Manual

PURPOSE: This document describes the preliminary steps to the coordination of human services within a community. The goal is to develop a climate of "community readiness" which will facilitate coordination efforts.

SUMMARY: The information in this guide is based on the Voluntary Model of services integration, which allows for the continuing autonomy of direct service providers, but can be applied with other integration models. The following five stages of community readiness are described in detail: awakening, exploring and specifying, sanctioning, demonstrating, and sustaining. The description of each stage touches on the purpose, governance structures, work activities, products and results, and general guidelines. A final chapter discusses general guidelines for successful coordination.

COMMENTS: The information provided in this and related manuals is derived from the experiences of the Human Services Coordination Alliance. An overview of this project prefaces the document.

USES: The information in this volume may be used as background information on services integration, or as a sequential process for developing community readiness. Its generic approach is applicable to all community integration efforts.

SPECIAL FEATURES: Appendices include detailed examples of activities cited within the document. Other volumes developed by the Human Services Coordination Alliance are intended to continue the sequential process of community services coordination. These may be ordered form NTIS. Their titles are listed in Volume I.

TITLE: Community Workbook for Collaborative Services to Preschool Handicapped Children

AUTHORS: Magrab, P., Kazuk, E., and Greene, L.

SOURCE: Georgetown University Child Development Center
3800 Reservoir Road, N.W.
Washington, DC 20007

DATE: 1981

FORMAT: Guide

PURPOSE: The authors clearly delineate the procedure for initiating a cooperative effort to assess community needs for the purpose of planning services.

SUMMARY: The content is provided in five sections: (a) identifying participating groups, (b) collecting numerical data, (c) determining the population's needs, (d) surveying service providers, and (e) finalizing community needs. The stated goal of the needs assessment is to develop a community-based, collaborative delivery system for preschool children with handicaps.

COMMENTS: The authors suggest that once the procedure in the workbook is completed it may serve (a) as a baseline for evaluating the progress of community activities, (b) to revise plans and share changes with participants, and (c) as a basis for generating funds.

USES: This workbook should serve as a first step toward the development of collaborative efforts and coordinated services. It provides a model which focuses specifically on the child with special needs, but may serve as a model for individuals assessing the community service needs of all young children.

SPECIAL FEATURES: Each chapter describes the stages of the process and includes related worksheets.

TITLE: Comprehensive Care Services for the Young Child Who is Visually Impaired

AUTHOR: Moor, P.M.

SOURCE: The New Outlook for the Blind, 69(5), 193-200

DATE: 1975

FORMAT: Journal article

PURPOSE: This article describes a system for developing comprehensive services to young children with visual impairments and their families.

SUMMARY: The first section of the article explains the concept of comprehensive care and presents a theoretical model. Section II describes how this model was applied in two pilot communities, one rural and one urban.

COMMENTS: The application of the model in both pilot sites demonstrates a "top down" approach to coordinating services.

USES: This would be useful to service providers, agencies, parents, or advocates who are concerned with the development of comprehensive services.

TITLE: Comprehensive Services to Young Children and Their Families: An Interagency Approach

AUTHORS: Himelrick, J.B. (Editor)

SOURCE: Interagency Council for Child Development Services, West Virginia Office of the Governor, Charleston, WV

DATE: 1976

FORMAT: Position Paper

PURPOSE: A product of individuals who served on the Project Committee on Comprehensive Services to Young Children and Their Families, this document is a combination position paper and guide for implementing interagency linkages to improve services to children.

SUMMARY: The authors provide an initial exploration of issues, problems, and suggestions related to interagency coordination under the major topics of administration, programs and services, and personnel and training. The document goes one step beyond the development of linkages between services to look at multidisciplinary training for early childhood personnel.

USES: A good overview of some of the specific service problems related to services for children, as well as initial considerations for resolving these issues. The information is still timely.

SPECIAL FEATURES: The position paper of the committee is appended to this document.

TITLE: Concurrent Services Model

AUTHORS: Gallaher, J.E., Maddox, M., and Edgar, E.

SOURCE: Networking and Evaluation Team
Experimental Education Unit, WJ-10
Child Development and Mental Retardation Center
College of Education
University of Washington
Seattle, WA 98191

FORMAT: Guide

PURPOSE: The purpose of the Concurrent Services Model is to coordinate services provided to students with handicaps by more than one agency or professional.

SUMMARY: The model consists of fourteen strategies which may be implemented systematically, or specific strategies may be selected according to need. Included is a Troubleshooting Guide which allows agencies to determine which strategies they will need by matching their present concurrent services problems with the strategies provided. Strategies focus on the the following seven issue areas: identification, awareness and training, identifying outside providers and referring students, assessment for eligibility and individualized planning, individualized planning, communication between service providers and communication with parents, and evaluation.

COMMENTS: The manual has a separate page for each strategy. Each page includes a list of required actions, the purpose of the strategy, and a brief description. Other related forms for each strategy are described.

USES: The focus of the guide is on coordinating school district services with those of outside agencies and service providers. However, this model may be used by any agency wishing to coordinate programs and services for students.

SPECIAL FEATURES: Forms required for each strategy are included and are designed for easy duplication.

TITLE: The Connecticut Case for Interagency Collaboration

SOURCE: Bureau of School and Program Development
Division of Elementary and Secondary Education
Early Childhood Unit
Connecticut State Department of Education

DATE: Spring, 1982

FORMAT: Report

PURPOSE: Summarized in this report are interagency activities in Connecticut.

SUMMARY: The report discusses the interrelationships among agencies, and provides references which give the reader access to the resources discussed.

COMMENTS: The report is divided into two major topics: state level collaborative efforts and local level collaborative efforts. In each topic area are examples of interagency collaborative efforts that were developed in Connecticut.

USES: This report may serve as an example of one state's effort to provide interagency service delivery.

SPECIAL FEATURES: A matrix of services provided in Connecticut (prior to the interagency collaboration efforts) is a nice model for identifying components of a delivery system. Each section of the report provides references for the reader.

TITLE: Coordinated, Interagency Model for Delivering Services to Handicapped Children

AUTHORS: Kazuk, E.I., and Frankenburg, W.K. In S. Harel (Ed.), The At-Risk Infant

SOURCE: Excepta Medica
305 Keizersgracht
1000 BC Amsterdam
Box 1126

DATE: 1980

FORMAT: Conference paper

PURPOSE: This paper presents a coordinated interagency model (Project ECHO) serving preschool handicapped children in the local community.

SUMMARY: The four major problems to be overcome through this model are (a) a lack of screening resources, (b) a lack of diagnostic and treatment services, (c) poorly coordinated service delivery, and (d) duplication and omission of services. The major model components are (a) a local Interagency Council which plans and directs the flow of children through screening, diagnosis, and treatment services; and (b) a State Interagency Committee which assists the Interagency Council to obtain services and to facilitate the sharing of information among various counties.

COMMENTS: Ten critical questions are delineated for consideration. These questions focus on issues of who will be served, who will provide what service, who will pay for the services, who will coordinate them, etc. These are questions generic to any community effort to serve young children with handicaps.

USES: This paper provides a brief overview of Project ECHO and might be useful for those without the time to have the model presented in detail.

SPECIAL FEATURES: Three existing conditions are described that positively influence the success of a coordinated service approach. They are (a) a dedicated, respected organizer who can effect change, (b) a group commitment to working together, and (c) a willingness to carefully consider the pertinent issues.

TITLE: Coordinating and Establishing Responsibility for Early Childhood Services

AUTHORS: Elder, J.O. In a National Review Project of Child Development Services, Developmental Disabilities Themes and Issues (#22)

SOURCE: Frank Porter Graham Child Development Center University of North Carolina at Chapel Hill

FORMAT: Topical paper

PURPOSE: This paper (a) reviews the elements and levels of service coordination as they relate to early childhood services and the implementation barriers, (b) describes the role and responsiblilties of major programs and agencies, and (c) identifies critical factors and major unresolved issues regarding coordinated services and provides some recommendations for resolving them.

SUMMARY: The essential characteristics of service coordination are briefly reviewed (client population, family, urban and rural characteristics, and the characteristics of the delivery system) and considerations for each are given. Considerations include (a) the narrower the focus of the client group (i.e., young children) and community or geographic location, the greater are the chances for successful service coordination; (b) the importance of the cultural, social, and educational differences among families; (c) professionals need to recognize the difference between the problems and needs of rural and urban areas; and (d) the uniqueness of each major service delivery system (i.e., education, medical, social services). The barriers to service coordination that are identified and discussed are the desire to maintain the status quo, uninformed or misinformed professionals, professional jargon, and fragmented service delivery systems. A client-centered approach, effective communication, trust relationships, and the development of positive attitudes are identified as critical factors. A number of recommendations are made, among which is the need to evaluate many of the existing interagency collaborative models.

COMMENTS: This paper discusses concrete examples about the issues and problems that local service providers confront in their efforts to serve young children and families.

USES: This information would be useful to individuals or groups of individuals (agencies, boards, professionals, advocacy organizations) interested in the topic of service coordination. It is an excellent review and highlight of major considerations and is presented in a brief and usable format.

SPECIAL FEATURES: Features include (a) a table listing the major federal programs serving young children, with a basic description of each agencies' general purpose and case management process; and (b) a glossary of functions related to the service coordination process.

TITLE: Coordinating Human Services

AUTHORS: Aiken, M., Dewar, R., Di Tomaso, N., Hage, J., and Zeitz, G.

SOURCE: Jossey-Bass, Inc.
615 Montgomery St.
San Francisco, CA

DATE: 1975

FORMAT: Book

PURPOSE: This book is an analysis of five research and demonstration projects funded by the Vocational Rehabilitation Administration to coordinate services for persons with mental retardation who live in metropolitan areas.

SUMMARY: The analyses are prefaced by a chapter on the problem of coordination. The description of each project is provided in a separate chapter which includes background information and a discussion of the major stages in the development of the project. Concluding chapters extract "lessons" and strategies for future planners based on the projects' experiences. Emphasis is placed on the four major elements of service delivery systems: coordination of client needs, coordination of programs and services, coordination of community resources, and coordination of information.

COMMENTS: The metropolitan projects were funded in Milwaukee, San Francisco, Cleveland, Los Angeles, and Bridgeport, Connecticut. Each project was coordinated by a different type of agency (e.g., parent groups, voluntary associations), and each utilized a different approach to coordination.

USES: The project analyses may be used as examples of coordination efforts. Introductory and concluding chapters are more directly applicable to individuals engaged in service delivery.

TITLE: Creating an Information Base for Program Collaboration

AUTHORS: van Dyck, P.C., White, F.I., and Kaminsky, C.

SOURCE: Georgetown University Child Development Center
3800 Reservoir Road, N.W.
Washington, D.C. 20007

DATE: 1984

FORMAT: Guide

PURPOSE: This workbook describes a computer-assisted information management system which was based on the Handicapped Child Data Project in Utah.

SUMMARY: In order to establish a comprehensive service system which continues to meet the changing needs of the child with handicaps, it is essential tht agencies collect and share client information. A common data base will allow for better communication between disciplines, create a cumulative history of the child, promote better planning, and provide a means of directing people to services. The manual describes steps for sharing data between agencies and individuals, and the steps required to establish a central registry.

COMMENTS: This workbook clearly describes the processes for developing an information exchange at three levels (child, program-to-program, state). Steps to developing the state level central registry include discussions of the organizational structure and goverance of the registry, and confidentiality. Examples of data screens are given.

USES: This would be of interest to local and state agencies, and individuals interested in developing a system for sharing client information.

SPECIAL FEATURES: Related forms and documents are provided.

TITLE: Creating Interagency Projects: School and Community Agencies

AUTHOR: Ringers, J.

SOURCE: Community Collaborators
P. O. Box 5429
Charlottesville, VA 22903
ERIC Document ED 147 941

DATE: 1977

FORMAT: Manual

PURPOSE: The manual contains down-to-earth principles for interpersonal relationships that can be applied in the area of interagency collaboration.

SUMMARY: One of the greatest problems related to interagency collaboration is the process of transforming a group of individuals with varied interests and concerns into a cohesive and goal-oriented organization. This manual allows any leader or "enabler" to guide a group through decisions, negotiations, discussions, planning, action, and conflicts. Provided are suggestions, tips, strategies, and basic concepts which enable the leader to deal with the "ins" and "outs" of interpersonal relationships.

COMMENTS: Contents include chapters on basic principles of interagency collaboration, leadership, general strategies and techniques, influencing bureaucracies, problem-solving, creating new linkages, operational aspects, and creating interagency projects.

USES: This is helpful to all persons engaged in interpersonal group relationships. Once reviewed, this manual can be used as a reference tool throughout the process of collaboration.

SPECIAL FEATURES: Each chapter concludes with a set of questions (process guide) which enables the reader to think about the content of the chapter in relation to their own project.

TITLE: Delivering Human Services

AUTHORS: Azarnoff, R.S., and Seliger, J. S.

SOURCE: Prentice-Hall, Inc.
Englewood Cliffs, NJ 07632

DATE: 1982

FORMAT: Book

PURPOSE: This resource would help service providers and volunteers organize and provide human services.

SUMMARY: This book covers the following areas: service delivery models, needs assessment, funding, proposal writing, developing strategies, implementing strategies, support services, boards and advisory councils, technical assistance, program evaluation, coordination, public awareness, advocacy, and volunteers. The chapter on coordination (pp. 184-197) describes several barriers to effective coordination (funding competition, behaviors of agency staff members and their client groups, lack of incentive) and presents a set of criteria for assessing the degree to which coordination exists in a community. Two methods for nurturing continued coordination, once it is established, are also described (federations of agencies and memoranda of agreement). An agency self-evaluation checklist on coordination is also provided.

COMMENTS: This book provides an overview of the various elements involved in planning and delivering human services in the community. It makes a clear distinction between the client service model (intake, service, exit) and the community service model (needs assessment, objectives, service strategies, service provision, service evaluation). This distinction illustrates the differences in orientation that need to be considered when attempting to bring agencies with client service models into a community service model.

USES: This could be used (a) as a general or background document, or (b) for technical assistance in specific areas (i.e., proposal writing).

SPECIAL FEATURES: The back of each chapter has a checklist specific to the chapter topic, and also a glossary of terms.

TITLE: Developing a Community Team

AUTHORS: Magrab, P., Elder, J., Kazuk, E., Pelosi, J., and Wiegerink, R.

SOURCE: Georgetown University Child Development Center
3800 Reservoir Road, N.W.
Washington, DC 20007

FORMAT: Guide

PURPOSE: This book was written as a companion to the Community Workbook for Collaborative Services to Preschool Handicapped Children. It provides a description of how to organize the community task force for collaborative planning.

SUMMARY: The process is presented in four chapters which describe (a) how to organize the first community team meeting and motivate participants, (b) how to identify the community boundaries and determine community needs, (c) steps to the development of an action plan, and (d) a discussion with exercises related to human factors in interagency teams (leadership, role clarification, group atmosphere, and the decision-making process).

COMMENTS: Each phase of developing the community team is clearly described in a step-by-step format, with helpful comments providing direction as to what "should" happen at each step, as well as what "could" happen.

USES: This book could be useful to all individuals or agencies concerned with developing a community team for the purposes of local services integration.

SPECIAL FEATURES: Group exercises and forms relevant to each chapter are included.

TITLE: Developing Interagency Cooperation

AUTHOR: Shoop, R.J.

SOURCE: Pendell Publishing
1700 James Savage Rd.
Midlands, MI 48640

DATE: 1976

FORMAT: Pamphlet

PURPOSE: Written as one of a series of "how-to" books related to community education, the author provides some suggestions and ideas for providing greater interagency cooperation.

SUMMARY: The basic theme of this discussion is that interagency coordination must include representation from the populations being served in the decision-making processes that affect their lives. Within the context of community education, the author briefly discusses some of the essential components of coordination including leadership roles, barriers, tactics, and a suggested model.

COMMENTS: Because of the brevity of this pamphlet, the reader is left with the task of developing the specific processes for implementing the suggestions and the suggested model.

USES: This pamphlet can be used in classrooms and seminar groups and as background information for community leaders.

SPECIAL FEATURES: A list of other pamphlets in the series can be found on the last page of the pamphlet. Some relevant topics addressed in the series include the community council, volunteer programs, community surveys, and assessing community needs.

TITLE: Developing Program Models for the Human Services

AUTHORS: Lawrence, M. A.

SOURCE: Behavioral Publications, Inc.
72 Fifth Avenue
New York, NY 10011

DATE: 1975

FORMAT: Book

PURPOSE: This book analyzes some of the varied program models for delivering human services through a general systems theory framework, providing a concept utilization that allows for analysis of patient-client needs and the problems of the human service system in meeting those needs.

SUMMARY: This book examines the advantages and disadvantages of specific models of linkages and interactions that occur between human services subsystems. Based on these examples, the author formulates an abstract conceptual model which defines an ideal human services system. The models examined include the medical model, the community organizational model, the educational model, and the self-help group model. The three major differences in these models are summarized as (a) deficiencies in the integrative function of the human services system (the flow of information and resources), (b) inefficient allocation of manpower resources, and (c) failure to provide a continuing relationship between the patient-client and the helping person. One major component necessary for an adequate human service system is a "coordinating unit." The functions of this unit are to define the relationships between subsystems, assign patient-clients to generalists or specialists, and link the service system to the community.

COMMENTS: This is a thoughtful and thought-provoking approach to the challenge of developing an integrated system of human services in communities where the current operating framework is a categorical, specialized system.

USES: This book is most appropriate for use by individuals or groups who have primary responsibility for developing a framework for service integration. The concepts provided can be readily applied to specific subsystems of concern.

TITLE: Early Childhood Special Education: Program Development and Administration

AUTHOR: Linder, T.W.

SOURCE: Paul H. Brookes Publishing Co.
P.O. Box 10624
Baltimore, MD 21204

DATE: 1983

FORMAT: Book

PURPOSE OF BOOK: The purpose of this book is to provide a foundation for developing effective early intervention programs and guidelines for obtaining funding for these programs.

PURPOSE OF SELECTED CHAPTER: (Coordinating Community Resources, pp. 63-94) This chapter provides a rationale for interagency coordination, identifies barriers to coordination, and presents a process by which an interagency plan can be developed in a community.

SUMMARY: The interagency plan is described as analogous to development of the child's IEP, with multiple agencies within the community functioning as the "interdisciplinary team." The following steps towards interagency coordination are defined and elaborated on: (a) develop a coalition of agencies that have interrelated services; (b) gather and examine data on the clients (children served and not served), programs, and services and resources available; (c) develop written interagency agreements and informal agreements; and (d) evaluate the effectiveness of interagency coordination.

COMMENTS: This chapter describes an approach to community-level, comprehensive planning, and provides a practical method for establishing interagency cooperation. The information derived through this process could also be a valuable planning tool for state agencies and policymakers.

USES: This chapter could be used by (a) graduate students in preservice training programs, (b) early childhood special educators directing or coordinating programs, (c) administrators in early intervention programs who lack training or a background related to early childhood special education, and (d) educational administrators at all levels.

SPECIAL FEATURES: A detailed procedure or format is provided for implementing each of the 4 steps outlined for interagency cooperation. Included are: (a) a flowchart outlining an operating process for the coalition, (b) a listing of services that should be explored and a Community Resource Packet designed to assist in gathering data, and (c) a sample evaluation form to assess the effectiveness of these efforts.

TITLE: Evaluating Interagency Collaboration

AUTHORS: McLaughlin, J.A., & Covert, R.C.

SOURCE: The Technical Assistance Development System,
500 NCNB Plaza, Chapel Hill, North Carolina 27514

DATE: 1984

FORMAT: Booklet

PURPOSE: This is one of the few documents that deals with the evaluation of interagency collaboration. Emphasis is placed on evaluating the process rather than just the outcomes of collaboration.

SUMMARY: The authors discuss the role of evaluation at several stages: as an interagency planning team begins to understand the context of and need for collaboration; as they develop plans; as they implement the collaborative process, and as they identify the outcomes of collaboration. The purpose of collecting data at each stage is discussed, and multiple data-gathering strategies are presented.

COMMENTS: The content assumes a working knowledge of evaluation and interagnency collaboration. The process should be planned and conducted by an individual who has expertise in evaluation.

USES: This booklet can be used by individuals and interagency committees for the purpoe of evaluating coordination activities. The information will also be useful for the planning and implementation of a needs assessment.

TITLE: Getting the Resources You Need

AUTHOR: Lauffer, A.

SOURCE: Sage Publications, Inc.
275 South Beverly Drive
Beverly Hills, CA 90212

DATE: 1982

FORMAT: Book

PURPOSE: The purpose of this book is to help organizations identify resources, obtain the resources, make the best and most effective use of them, and orchestrate the resources so they have multiple payoffs.

SUMMARY: This book is divided into three categories of resources: (a) program resources, defined as services and service programs of significance to a population in need; (b) people resources, defined as paid, professional staff, as well as volunteers, members of self-help groups, friends, neighbors, and relatives of those people in need; and (c) strategic resources which include money, facilities, equipment, supplies, political influence, professional expertise, personal and organizational energy, etc.

COMMENTS: Part I, Program Resources, describes how to develop and link together an inventory of program resources. Part II, People as Resources, discusses alternative ways to use professionals, volunteers, and the natural helping system, such as families and friends. Part III, Strategic Resources, discusses financing service programs and orchestrating people, progam, and strategic resources.

USES: This book is useful for any organization interested in finding new resources and rediscovering old ones.

SPECIAL FEATURES: Throughout the book are sample forms and specific exercises for the reader to complete.

TITLE: Guidance for Implementing Interagency Agreements: Head Start/Local School Districts

AUTHORS: State of Washington, Office of Superintendent of Public Instruction, and Department of Health and Human Services

SOURCE: Administration for Children, Health and Families, Region X

DATE: No date

FORMAT: Manual

PURPOSE: In 1980, the Washington State Office of Superintendent of Public Instruction (OSPI) and the Head Start programs developed a joint interagency agreement for the provision of coordinated services to preschool children with handicaps.

SUMMARY: The agreement discusses the general responsibilities of each agency and clarifies the cooperative efforts in the areas of identification, diagnostic services, individualized programming, due process/procedural safeguards, and management information. In order to encourage and facilitate cooperation between local educational agencies and Head Start programs, this technical assistance manual was developed to provide procedural guidelines for implementing the provisions of the OSPI-ACYF Agreement. In addition, suggestions for developing cooperation are provided. A copy of the original agreement is appended.

COMMENTS: The manual only briefly describes the process for local agency collaboration, since the primary purpose is to provide guidance for implementing the state agency agreement. However, the manual does include a suggested format for local cooperation in several areas of service provision, and a description of the essential elements of an interagency agreement.

USES: This manual can be used as a model for the development of interagency agreements at both the state and local levels.

SPECIAL FEATURES: Included are procedural guidelines for developing a contractual agreements between educational and non-public school agencies, that allows Head Start and other agencies to provide educational services which are under the jurisdiction of the LEA.

TITLE: A Guide for Creating Community Awareness and Developing Interagency Cooperation

AUTHORS: Eagen, C.S., Jones, J.O., Petisi, K., and Toole, A.L.

SOURCE: Regional Demonstration Program for Preschool Handicapped Children
Board of Cooperative Educational Services
Putnam/Northern Westchester
Yorktown Heights, New York 10598

DATE: 1981

FORMAT: Guide

PURPOSE: Based on their own agency's experiences with providing services to young children with handicaps across a wide and diverse geographical area, the authors have developed a "how-to" manual of ideas and strategies for other service providers. The purpose of the guide is two-fold. First, the development of community awareness and existing services is used as the primary strategy for identifying children and families in need of services. Second, the guide focuses on the creation of interagency networks as a means of providing a full range of services within a community.

SUMMARY: The primary model for developing community awareness and interagency collaboration is presented in a four-step strategy which includes: (a) hiring and training staff; (b) investigating the community; (c) planning; and (4) implementing, evaluating, and replanning. The authors suggest a 2-year timeline for implementation of the model with a third year for the evaluation of activities. Each step is clearly delineated and includes examples of activities and materials.

COMMENTS: A particular strength of this plan is its adaptability to various situations and its recognition of the unique needs of individual agencies and communities.

USES: This guide may be used by teachers, staff personnel, administrators, and others within an agency serving children and their families. The manual describes a process which may be used by a new agency to build a program, but is equally useful for existing programs in need of a system for creating community awareness and interagency collaboration.

SPECIAL FEATURES: An extensive appendix includes sample copies of information and materials that may be used in a community-awareness program. Examples include timelines, role-plays, introductory letters, forms, workshop agendas, and questionnaires.

TITLE: A Guide to Local Implementation (Vol. II of Interagency Collaboration on Full Services for Handicapped Children and Youth)

AUTHORS: Crossan, J. E., Feltner, R., Foley, L., et al.

SOURCE: Regional Resource Center Task Force on Interagency Collaboration

DATE: 1979

FORMAT: Technical assistance guide

PURPOSE: This guide is to assist local human service providers to maximize the resources available in their areas for providing services for children with handicaps.

SUMMARY: This guide is organized along a continuum of nine strategies for the development of interagency agreements: (a) defining the need and rationale, (b) defining the target population, (c) identifying agencies/programs authorized to serve the target population, (d) defining agencies' program policies and service responsibilities, (e) comparing programs across agencies to identify gaps or linkages, (f) specifying needed policy/procedure modifications, (g) incorporating modifications in a local interprogram agreement, (h) enabling implementation of interprogram modifications, and (i) implementing local evaluation functions. Each of these strategies are subdivided into tasks, assumptions, considerations regarding each task, suggested activities, and examples and references. Guidelines and a format for preparing interagency agreements are also provided.

COMMENTS: This is a clearly outlined step-by-step guide to the planning process at the service delivery level. It is designed to facilitate the efforts of those agencies/individuals responsible for interagency collaboration.

USES: This is a technical assistance manual that can be used in workshop training sessions for state or local level planners, as a goal-setting document for interagency councils, and as a discussion document for administrative personnel or local/state government policymakers.

SPECIAL FEATURES: There are two special features: (a) the incremental planning approach and step-by-step procedures would make it possible to assign portions of a task to different agencies/individuals when time and/or staff resources are minimal, and (b) a "primer" is included that provides an overview of interagency collaboration.

TITLE: A Guide to Local Interagency Collaboration: Increasing Benefits for Individuals With Exceptional Needs

AUTHORS: Hocevar, S.P., Heiny, R.W., and Anderlini, L. S.

SOURCE: California Regional Resource Center, School of Education University of Southern California

DATE: 1982

FORMAT: Guide

PURPOSE: This "how-to" manual describes a process for developing interagency agreements between local education agencies and community services for the purpose of providing services to children with handicaps.

SUMMARY: The contents of this document include: (a) Introduction to Key Concepts (e.g., definitions, benefits of interagency agreements), (b) Process model, (c) Resources Needed to Implement the Process, (d) Case Studies, (e) Content and Samples of Agreements, (f) Federal Context of Local Agreement, and (g) Tips on Effective Leadership.

COMMENTS: The model outlined in Chapter II is provided in chart form. Each step of the process is accompanied by tips and illustrations, and lists of resources needed to implement the step. All resources are contained within the document.

USES: The authors designed the manual for use by any human service agency. It may be used as a cookbook or as a reference to other processes for developing local agreements.

SPECIAL FEATURES: The sources which served as a basis for ideas and content are combined within the document. This allows the reader to go directly to the source if a more thorough description is needed. Worksheets, forms, questionnaires, illustrations, etc., are provided.

TITLE: Guidelines for Interagency Cooperation and the Severely Disabled

AUTHORS: Research Utilization Laboratory

SOURCE: Jewish Vocational Service
1 South Franklin Street
Chicago, IL 60606

DATE: 1977

FORMAT: Guide

PURPOSE: This is written as a tool to help rehabilitation agencies analyze a community in order to determine the appropriate method for services coordination.

SUMMARY: The guidelines discuss the definition of cooperation, reasons for and barriers to collaboration, examples of various forms of cooperation, examples of the process involved, and steps to initiation.

COMMENTS: Information for these guidelines was pooled from the literature on collaboration, existing cooperative efforts, and from information gathered at three field test sites.

USES: This guide is applicable to most community cooperative activities.

SPECIAL FEATURES: Examples are used to describe concepts, and charts preceding each project description summarize the project and cross-reference project information with applicable concepts presented in other chapters.

TITLE: A Handbook for Interagency Collaboration

AUTHORS: Elder, J. O. and Magrab, P. R. (Eds.)

SOURCE: Paul H. Brookes
P.O. Box 10624
Baltimore, MD 21204

DATE: 1980

FORMAT: Book

PURPOSE: This handbook describes how children with handicaps typically receive services from a variety of service delivery systems and presents practical approaches for coordinating these services through interagency collaboration.

SUMMARY: The three major sections of this handbook focus on (a) basic issues related to interagency collaboration, (b) the structure and experiences of four operating models of service coordination for handicapped children, and (c) essential components required for interagency collaboration and examples of various types of interagency agreements.

COMMENTS: The editors stress the equal importance of process and attitude for interagency collaboration efforts. Although the four models briefly address attitudes in their descriptions, the primary focus is on process.

USES: Service providers, educators, and decision-makers interested in the issues surrounding the planning and implementation of an interagency collaboration effort would find this handbook valuable in developing a general understanding as well as identifying their unique needs in terms of the four different models described.

SPECIAL FEATURES: Four different models of service coordination are presented, including (1) a direction service approach which focuses efforts on assisting individual families to match their needs to available services, (2) a community-based approach which focuses on the organization of an interagency effort to provide comprehensive services at the community level, (3) a statewide approach toward planning and implementing preschool services, and (4) an interagency collaboration demonstration project which discusses interagency planning issues and provides recommendations for dealing with these issues.

TITLE: Head Start and County Government--Working Together to Promote the Coordinated Delivery of Services to Children and Their Families: Training Guidebook

AUTHORS: McKnew, M.E., Golonka, S.J., & Joseph, T.L.

SOURCE: National Association of Counties Research, Inc.
440 First Street, N.W., Washington, D.C. 20001

DATE: 1983/1984

FORMAT: Guidebook

PURPOSE: This guidebook was developed as a service took for communities who participated in a federal research project aimed at linking Head Start and county services for the benefit of children and families.

SUMMARY: The guidebook begins with an overview of the structures of county government and and county-administered services, and Head Start programs. A suggested model for coordination is presented as an eight-step process. Each step is briefly described with the inclusion of some examples and working forms. The final section of the guidebook describes the coordination projects at the study's pilot sites.

COMMENTS: This document highlights the importance of coordination of the county as well as community levels. Interorganizational communities should assess the types of human services administered at the county level, and include county officials in the planning of coordinated service activities.

USES: This guidebook will be helpful for individuals interested in coordinating services for Head Start low service populations, as well as others interested in linking community and county services to assist children and families.

TITLE: The Health Care/Education Relationship: Services for Infants with Special Needs and their Families

AUTHORS: Gilderman, D., Tailor-Hershel, D., Prestridge, S., and Anderson, J. (Eds.) Proceedings from the March 16-18, 1981 HCEEP Topical Workshop

SOURCE: Western States Technical Assistance Resource (WESTAR) and Technical Assistance Development System (TADS)

DATE: 1981

FORMAT: Book

PURPOSE: This document contains papers, speeches, and presentations from the 1981 HCEEP Health Care/Education Relationship Workshop.

SUMMARY: The purpose of the workshop was to identify issues of common concern between the two fields, to facilitate communication and cooperation, and to exchange ideas. The contents of this book include the keynote address; three speeches which focus on the workshop theme of "Building Relationships"; and content sections on assessment, intervention strategies, and program evaluation; parent and family involvement; and fiscal, legal, and ethical issues in neonatal care.

COMMENTS: Because of the wide variety of topics and issues generated from this workshop, most readers will be able to identify some topics and papers relevant to their needs. Since this book only presents a synopsis of the papers and presentations, it may be necessary to contact the presenters themselves for further information. A list of presenters is appended.

USES: The focus of the health care/education relationship is at the community and program levels. Therefore, project agency and community service providers will benefit from this document. Sections II and IV may be especially helpful to the development of local programs.

SPECIAL FEATURES: The supplementary information contained in the closing section of this book includes the workshop agenda, an interest survey form, a list of presenters, and an evaluation report and questionnaire.

TITLE: Human Service Integration and Early Childhood Programs

AUTHORS: Pelosi, J., and Wiegerink, R. In A National Review Project of Child Development Services, Developmental Disabilities Themes and Issues (#21)

SOURCE: Frank Porter Graham Child Developmental Center University of North Carolina at Chapel Hill

DATE: 1981

FORMAT: Topical paper

PURPOSE: This paper's purpose is (a) to provide examples of efforts to coordinate and integrate human services at the local, state, and federal levels; and (b) to provide guidelines for service integration and coordination.

SUMMARY: Brief background information about the current concerns and issues surrounding service coordination/integration, and some proposed definitions and examples of specific efforts provide a framework for the 12 "do's and don'ts" guidelines presented. The authors make the following conclusions: (a) It is important to reach consensus in defining and setting criteria for human services integration, (b) Study is needed about the impact of services integration on the target population, (c) Evaluation of different linking mechanisms is important for deciding which are more productive, (d) Concerned people with practical skills need to know more about the results of service integration efforts, and (e) Current information suggests that the focus of these efforts should be at the local, direct services level.

COMMENTS: This paper addresses a broad topic and highlights some of the major issues.

USES: This could be effectively used as background material for training or discussion sessions with agency personnel, administrators, service providers, and policymakers concerned with services integration.

Title: Human Services Coordination

AUTHORS: Orlans, Harold (Ed).

SOURCE Pica Special Studies, PICA Press, New York

DATE: 1982

FORMAT: Book

PURPOSE: This books is a collection of the text of seven papers and a panel report presented at the Council of State Governments and to National Academy of Public Adminstration meetings in 1980. The meetings focused on the practical and professional problems of coordinating human services.

SUMMARY: The first paper provides background information on the administrative issues in improving human services. The paper specifically provides a series of administrative and program alternatives involved in designing human service programs and calls for much more research in the area of coordination. The next paper discusses coordinating services for children. This paper shares the importance of policy commitment to organizational efforts to improve coordination. The third paper discusses coordinating services for the elderly. The author recommends a wider adoption of varied models than promoting a specific model. The last four papers discuss the status of human services coordination in specific regions of the United States.

COMMENTS: This book provides thoughtful discussion on the underlying concepts and issues of coordination and integration of services as they relate to day-to-day operations of governmental agencies and private organizations.

USES: This book would be useful as background information for integrated/coordinated planning efforts; especially as an initial point of discussion of the issues.

TITLE: Human Services and Resource Networks: Rationale, Possibilities, and Public Policies

AUTHORS: Sarason, S.B., Carrall, C.F., Maton, K., Cohen, S., and Lorentz, E.

SOURCE: Jossey-Bass, Inc.
615 Montgomery St.,
San Francisco, CA 94111

DATE: 1977

FORMAT: Book

PURPOSE: This book describes a three year project known as the Essex Network, created to develop and sustain a network of individuals with diverse backgrounds and from a variety of agencies for the purpose of resource exchange. Through this descriptive process, the authors attempt to answer a myriad of questions about networking.

SUMMARY: A narrative approach is used to describe the dynamics and interactions that actually took place in developing the Essex network. The impetus for the network was a private citizen in the community concerned about (a) the complaint of service agencies that they lacked sufficient resources to accomplish their missions, and (b) the failure of agencies to seriously consider how they might gain resources by utilizing volunteers in the community. The balance of the book is devoted to a review of research findings on networks from a number of different academic disciplines. Many writers believe that new models of change-oriented organizations must be developed in order to create coordinated, integrated networks of human services organizations.

COMMENTS: This descriptive case study approach makes it possible to identify both the "how-to's" of the network process and the emerging issues in the community. The literature review establishes a framework for understanding the network concept from a "cross-disciplinary" perspective.

USES: This is useful to individuals or groups of individuals who are interested in developing networking concepts at the community level.

SPECIAL FEATURES: An actual network model process is provided that follows the various development and implementation phases.

TITLE: Improving Services to Infants and Young Children With Handicapping Conditions: The Division of Maternal and Child Health as Collaboration

AUTHOR: McPherson, M. G.

SOURCE: Zero to Three: Bulletin of the National Center for Clinical Infant Programs, 4(1), 1-6

DATE: 1983

FORMAT: Journal article

PURPOSE: This article provides an update on the collaborative efforts engaged in by the Division of Maternal and Child Health and the Special Education Program, Department of Education, on the behalf of infants who are handicapped and their families.

SUMMARY: The author provides an overview of nine major collaborative projects for improving services to infants who are handicapped. Each project is unique in its focus, level of collaboration, purpose and population served.

COMMENTS: Project Zero to Three was developed under a grant awarded to the National Center for Clinical Infant Programs from the Division of Maternal and Child Health. The goal of the project is to improve services to children who are disabled or at risk of handicap. The project presently is working as a mechanism through which states to share information and experience. Further efforts are being made to identify effective strategies for integrating educational and health programs.

USES: This article will serve as an important resource for those persons concerned with services collaboration for young children. These model projects have generated ideas and information relevant at the state and community levels, and can be contacted for specific information.

SPECIAL FEATURES: The Zero to Three Bulletin is published 5 times a year. For subscription information, write to: National Center for Clinical Infant Programs
733 15th St., N.W., Suite 912
Washington, DC 20005

TITLE: Improving Services for Young, Handicapped Children Through Local, Interagency Collaboration

AUTHOR: Nordyke, N.S.

SOURCE: Topics in Early Childhood Special Education, 2(1), 63-72.

DATE: 1982

FORMAT: Journal Article

PURPOSE: In order to remediate the present inadequacy of services due to fragmentation, gaps, and duplication, the author calls for collaborative planning and organization at federal, state, and local levels.

SUMMARY: The direct benefits of interagency collaboration are documented through an example of one family's experiences with finding services for their child. The author goes on to identify and describe some of the major collaborative projects which have been developed since the early 1970's, and provides a more in-depth description of a Head Start collaborative effort in Oregon. The article concludes with some helpful ideas on how to initiate and maintain an interagency group, a discussion of group membership, general considerations, and potential problems.

COMMENTS: The background material on specific state and local collaborative efforts for children with handicaps serves as a resource for those interested in gaining further information.

USES: This article provides a brief overview of the issue of interagency collaboration. It applies primarily to services at the local level, but will serve as background material for all individuals concerned with service coordination.

TITLE: Integration of Human Services: The State and Municipal Levels

AUTHORS: Gans, S.P., & Horton, G.T.

SOURCE: Praeger Publishers, Inc., New York, NY

DATE: 1975

FORMAT: Book

PURPOSE: This book is a summary report of a study conducted in 1972, which evaluated service integrations in 3 selected project sites. The evaluation describes methods of integration, organizational arrangements, and managemet techniques used to improve service delivery.

SUMMARY: Readers will be concerned primarily with Part I of this book which describes the study, methodology, findings, and recommendations. Using the case studies as a basis, the authors provide a comprehensive description of various types of integrating linkages, factors that facilitate and inhibit integration, and strategies to promote services integration. In addition, a comparative analysis or the different types of coordinated projects in the study is presented.

USES: This book is still contemporary to the field of services integration, and one of the few research-based descriptions of the factors involved in coordinaton. It remains a classic textbook and tool for service administrators, coordinators, or others interested in coordinating services.

SPECIAL FEATURES: A useful glossary of terms describing administrative and direct service linkages is provided at the of the text.

Title: Integration of Services is a Process, Not Product

AUTHORS: Prepared by Joint Center for Human Services Development, School of Social Work, San Jose University

SOURCE: U.S. Department of Commerce, National Technical Information Service

DATE: 1976

FORMAT: Report

PURPOSE: This is a final report of a project, Training for the Integration of Services, funded by The Social and Rehabilitation Service, Department of Health, Education, and Welfare. The goal of the project was to enable human service providers to improve the processes by which they plan, manage, and implement integrated services programs and organizations.

SUMMARY: There are four parts to this report. In Part I the project is briefly summarized and findings, generalizations, recommendations, and further issues are discussed. Part II discusses the need for the project, the objectives and outcomes, the Project phases, training methods and tools and the evaluation. Part III contains a collection of resources. It is written as a manual with specific tools and aids for use in training for service integration. Part IV contains important reference materials not in the other sections, data collection instruments, complete summaries of the workshop proceedings, etc.

COMMENTS: Part I is a good synthesis of issues and recommendations that, then years later, still are appropriate for review.

USES: Trainers, managers, and others would find Part II and III particularly useful for developing training programs on integrating services.

Title: Interagency Agreement:
A Rational Response to an Irrational System

AUTHOR: LaCour, J.A.

SOURCE: Exceptional Children, 49(3), 265-267

DATE: 1982

FORMAT: Journal Article

PURPOSE: This article recognizes some of the difficulties inherent to interagency coordination, and offers some suggestions on how to develop and write effective interagency agreements.

SUMMARY: The other begins by discussing two fundamental barriers to services coordination: (a) service models based on type of client (e.g., mentally retarded, emotionally disturbed) rather than on functional (e.g., evaluation of client), and; (b) the failure of the federal government to develop and implement agreements between service agencies. A seven-step process for developing working interagency agreements is outlined along with a brief description of common characteristics of well-written agreements.

USES: Although the article is brief, the author provides a useful checklist of considerations related to the development of interagency agreements. The "do's and don'ts" presented in the article will be most helpful to individuals engaged in the writing of such agreements.

TITLE: Interagency Casebook

AUTHORS: Woodard, M., Cooper, J.H., and Trohanis, P.L. (Eds.)

SOURCE: Technical Assistance Development Systems
500 NCNB Plaza
Chapel Hill, NC 27514

DATE: 1982

FORMAT: Book

PURPOSE: Three purposes are outlined by the authors: (a) to create awareness of the key dimensions of interagency coordination; (b) to describe practices that are replicable or adaptable to other settings and which may facilitate linkages; and (c) to provide a framework for planning interagency efforts at local, regional, or state levels.

SUMMARY: The document is divided into two major sections. Section I contains three chapters containing an overview of the area, a theoretical base, and a framework for planning. Section II presents detailed abstracts of HCEEP collaborative Projects describing the activities, reasons for involvement, resources needed, positive outcomes, and futures. The focus is on the coordination of services to young children with handicaps and their families.

COMMENTS: This casebook provides both the essential background and process information needed for collaboration. Section II (Case Studies) divides the collaborative efforts into four types: product development, rural areas and small towns, state stimulation of local efforts, and urban and suburban challenges.

USES: This book is "on-target" for individuals and agencies interested in developing comprehensive services to young children with handicaps and their families. The diversity of the case studies illustrates various types of collaborative efforts which can be utilized to meet the individual needs of state, regional, and local agencies.

TITLE: Interagency Collaboration: Applications in Early Intervention for the Handicapped

AUTHORS: Peterson, N. L., and Mantle, J. In E.M. Goetz and K.E. Allen (Eds.), Early Childhood Education: Special Environmental, Policy, and Legal Considerations

SOURCE: Aspen Systems Corporation
16792 Oakmont Ave.
Gaithersburg, MD 20877

FORMAT: Book chapter

PURPOSE: This chapter provides a broad, thorough overview of interagency collaboration and its relationship to early intervention for young children with handicaps.

SUMMARY: The authors systematically move the reader from an historical and theoretical perspective of the topic to a practical discussion of the planning and implementation considerations. Although the content is relevant to collaborative efforts at all levels, the primary focus is on local agencies and programs. Topic headings include a rationale for interagency collaboration, its application to services for young children with handicaps, developing collaborative systems, examples of collaborative efforts, and considerations in collaborative planning.

COMMENTS: Although not written as a "how-to" manual, this chapter is important preliminary reading for those concerned with collaborative planning.

USES: This chapter is informative for all professionals, administrators, parents, and advocates concerned with services to young handicapped and nonhandicapped children.

TITLE: The Interagency Collaboration . . . The Keystone to Community Education

AUTHOR: Eyster, G.W.

SOURCE: Community Education Journal, 5(5), pg 24-33

DATE: Sept/Oct., 1975

FORMAT: Journal article

PURPOSE: The purpose of this article is to describe the Appalachian Adult Education Center's study of interagency collaboration between two institutions--adult education and the public library.

SUMMARY: The author discusses reasons for interagency collaboration, obstructions to collaboration, and factors encouraging interagency collaboration.

COMMENTS: Twenty-two obstructions to interagency collaboration are discussed and seven factors that encourage interagency collaboration are listed.

USES: This article provides a brief overview of the interagency collaboration experiences of the Appalachian Adult Education Center. This information may be of use as background information for others involved in pursuing collaboration with agencies.

TITLE: The Interagency Conference on Sharing Resources

AUTHORS: The Colorado Department of Education
The Colorado Department of Social Services

DATE: July, 1980

FORMAT: Conference Report

PURPOSE: The purpose of the Conference was to address the common concerns and conflicts that arise regarding the identification and provision of services to children with handicaps in Colorado. Representation from Education, Social Services, and Residential Child Care Facilities were among the Conference participants. The major focus was on the need for interagency cooperation to improve services to children with handicaps and their families.

SUMMARY: This report describes the process by which the Conference goals were achieved and records the outcomes of this 1½ day meeting. Five areas were defined to provide a framework for discussion: identification and assessment; placement; monitoring, evaluation and enforcement; continuum of services; and funding. A structural format utilizing a modified Delheque technique was used to ensure that every persn participated in delineating the major issues, minimizing the bias of a particular discipline or geographic location. Facilitators selected from state agency staffs received training in the process to delineate issues and strategies in each group. The conclusions of the summaries in each topic area pointed to an overriding concern about the isolation and fragmentation of services and agencies. As a result of the Conference, participants began to establish dialogue and rapport in their local communities. Some of the common follow-up activities included (a) building a communication process to clarify problems, (b) having staff from different agencies "get acquanited", (c) working toward regularly scheduled meeting among agencies, and (d) conducting inservice training among agencies.

COMMENTS: This report provides a "how-to" process for working with a large group of individuals on a state-wide basis, providing them with techniques and experiences that can be continued and implemented in their local communities.

USES: This report is a reference guide for individuals interested in planning a similar Conference.

SPECIAL FEATURES: The appendices to the report include a section which details the issues and alternative strategies developed in each of the five topic areas.

TITLE: Interagency Cooperation

AUTHOR: McNulty, B.A.

SOURCE: Colorado Department of Education
Special Education Services

DATE: 1984

FORMAT: Paper

PURPOSE: This paper provides an "aerial view" of the development of and current practices related to services coordination for handicapped persons.

SUMMARY: The author's description of changes at the state and federal levels clearly traces the emerging trend toward collaboration and the underlying rationale. The two primary motivators for collaboration identified in the report were the overall conservative political mood in the country which has led to fiscal "belt-tightening," and the simultaneous need to expand services. The second section of this document extracts "state of the art" information from current research. Described are current approaches and emerging trends in the area of interagency cooperation.

COMMENTS: Current approaches discussed in the paper include the analytic approach, which identifies and separates specific programs, legislation, and agreements; and the psychodynamic approch which emphasizes the processes or ongoing dynamic factors related to systems change. The application of research from various related fields is identified as the emerging trend in the field.

USES: This is an important synthesis of information for all service providers. It provides both a context for the emergence of interorganizational changes, and for current practices in the field.

TITLE: Interagency Cooperation and Agreements, Policy Paper Series: Document 4

AUTHOR: Greenan, J. D. (Ed.)

SOURCE: Leadership Training Institute/Vocational and Special Education
College of Education
University of Illinois, Champaign-Urbana

DATE: May, 1980

FORMAT: Book

PURPOSE: The author identifies and addresses several of the issues related to developing effective cooperation and agreements among agencies.

SUMMARY: Four topics are addressed in individual papers: State Planning for Interagency Cooperation, Training Educational Personnel to Implement Effective Cooperation and Agreements for Serving Handicapped Learners, Preparing Vocational and Special Education Personnel for Working with Students Who Have Special Needs, and Effective Linkages for Interagency Cooperation.

COMMENTS: The reader may want to pay particular attention to LaCarre's paper in the section on "Essential Planning Elements for Effective Interagency Cooperation (pp. 610) and Tindall's paper which discusses federal legislation and interagency linkages, principal agencies at the state level, local level agencies, characteristics of effective working agreements, procedural considerations in creating cooperative agreements and staff interagency agreements.

USES: Although these papers address interagency cooperation in vocational settings for the secondary and postsecondary student who is handicapped, the issues discussed relate in some ways to all interagency cooperation.

SPECIAL FEATURES: In the Epilogue, the author identifies issues that inhibit cooperation and offers various recommendations.

TITLE: Interagency Cooperation: Miracle or mirage? A Study of Interagency Cooperation in the Delivery of Special Education in Related Services

AUTHORS: Whitted, B.R., and Cohen, M.A.

SOURCE: Educational Information Planning Associates, Inc. Skokie, Illinois

DATE: 1983

FORMAT: Report

PURPOSE: This report examines the efforts of Indiana, Wisconsin, and Louisiana to coordinate individual and related services for children with handicaps in response to the P.L. 94-142 mandate for services.

SUMMARY: Interagency cooperation is defined as "the coordination of efforts between educational and non-educational agencies, state and local, in providing the continuum of services for handicapped children." A description of the laws, programs, and agency structures for each state is provided, followed by a discussion of the SEA's primary role, monitoring mechanisms, and the structures developed for interagency cooperation. A clear description of the models for collaboration used by each state, both at state and local levels, is presented along with a discussion of the strengths and weaknesses of each structure and proposed solutions to the weaknesses.

COMMENTS: A concluding section on recommendations for improving cooperation includes a list of seven elements deemed critical to such efforts. In addition, the authors briefly illustrate how these mechanisms would apply at three levels--state, state/local, and local.

USES: This report is helpful in providing an overview of how some states have handled the provision of comprehensive services through collaboration at several governmental levels. Local communities will need not only to understand their own community, but will need to work within the guidelines and agreements which are operational within their state. This report will be helpful to agency personnel at all levels.

SPECIAL FEATURES: The need for interagency networking is illustrated in a discussion of residential placement in the states.

TITLE: Interagency Coordination: A Necessity in Rural Programs

AUTHORS: Hutinger, P. (Editor)

SOURCE: Handicapped Children's Early Education Program (HCCEP) Rural Network, College of Education, Horrabin Hall, Western Illinois University, Macomb, Illinois 61455

DATE: 1981

FORMAT: Monograph

PURPOSE: This monograph, which is one in a series developed by the HCEEP Rural Network, was designed to illustrate how professionals concerned about early intervention can collaborate in order to provide appropriate, coordinated, and comprehensive services in rural communities.

SUMMARY: The monograph is a collection of six separately authored papers subsumed under the following topical areas: (a) critical factors related to interagency coordination; (b) general approaches; and, practical examples of rural coordination. The first section provides a general overview of the concept of coordination and a discussion of the implications of national research to rural collaborative efforts. Section Two provides a more practical look at initiating and maintaining interagency activities including solutions for overcoming common barriers. The final section describes two rural programs that have effectively coordinated rural services for young children with special needs.

COMMENTS: The papers which focus on the "how-to" of coordination are brief. A more extensive treatment of these issues would have been preferable.

USES: A very practical discussion of collabortion which should not be limited in its use to rural coordination efforts.

Title: Interagency Coordination: Together for Children

AUTHORS: South Dakota Divison of Elementary and Secondary Education (Section for Special Education), and South Dakota Association for the Education of Young Children

SOURCE: Same as above

DATE: None listed

FORMAT: Workbook

PURPOSE: Based on a pilot project tested in five model sites in South Dakota this workbook was written to assist local service agencies which have the common goal of serving children with disabilities and develop interagency groups.

SUMMARY: The first section (Overview) briefly discusses the advantages of interagency collaboration, outlines some common roadblocks that occur during the coordination process and describes major organizational issues that should be considered. The second section ("Procedures") outlines a process for initiating an interagency group, which includes examples of formal interagency agreements. A suggested list of committee participants, a self-evaluation process for committee members, forms developed to identify service needs and existing services, and others.

COMMENTS: The brevity of this document is its primary drawback. Although the document is 41 pages in length, the actual process encompasses only five pages.

USES: This workbook will be helpful to an individual or group of people who need assistance in setting up a local interagency committee. A clear step-by-step process with supporting forms leads the initiator through the first crucial steps of developing a group.

TITLE: Interagency Services: A New Era for an Old Idea

AUTHOR: Martinson, M.C.

SOURCE: Exceptional Children, 48(5), 389-394

DATE: 1982

FORMAT: Journal article

PURPOSE: In response to a renewed urgency for the collaboration of services for handicapped individuals, the author provides an overview of the area, and a suggested model for planning.

SUMMARY: The main components of the article include a discussion of the basic processes underlying state and federal commitments to persons with handicaps, a review of inter-organizational models, an illustration of a planning model; the identification of common problems and barriers; and suggestions for research, development, and demonstration projects.

COMMENTS: The process of planning interagency collaboration should be based on a flexible rather than a fixed model in order to account for the priority needs and responsibilities of each participant. Planning should occur on three levels: client, program, and system.

USES: This is a helpful review of the issues related to and processes involved in interagency collaboration.

Title: Interagency Training Project, August 31, 1981

AUTHORS: McLaughlin, J.A. & Christensen, M.

SOURCE: Blacksburg, VA: Division of Administrative and Education Services, Virginia Poltechnic Institute and State University
ERIC DOCUMENT ED 213 222

DATE: 1981

FORMAT: Report

PURPOSE: This final report presents the goals and accomplishments of a federally-funded project designed to develop and field-test materials to facilitate interagency cooperation in serving persons with disabilities. Included is the field-tested manual and a simulation game developed to acquaint participants with conflict management.

SUMMARY: Aside from a description of the project, manual, and simulation activity, the bulk of the document consists of an executive summary of the first year, the manual and game, and a field reader evaluation package. The manual, Interagency collaboration: Helpful hints, is written in three sections. Section I contains a general discussion of interagency collaboration including definitions, barriers, suggestions on how to make it work, and a description of classes of interagency agreements. Section II focuses on the interpersonal aspects of collaboration, in particular, how to manage conflicts. The final section contains abstracts of resource and training materials.

USES: The manual and simulation game will be useful to interagency coordinators and group facilitators.

FEATURES: The simulation game is appended in its entirety. It is a role playing exercise which simulates a group of professionals at the local level as they develop, implement, and review interagency agreements. The objectives of the game are to experience a model of interagency planning, and to foster interagency agreement.

TITLE: Interorganization Strategies for Survival: Looking Ahead to 1990

AUTHORS: Broskowski, A., O'Brian, G., and Prevost, J.

SOURCE: Administration in Mental Health, 9(3), 198-210

DATE: Spring, 1982

FORMAT: Journal Article

PURPOSE: The major purpose of this article is to present a range of interorganizational strategies for administrators to consider as they face reduced governmental support. The latter part of the article is an illustration of how interorganizational linkage strategies can be applied in the area of mental health and primary health care.

COMMENTS: The authors discuss the importance of long-term perspectives in service delivery planning, the importance of developing and maintaining interorganization linkages, and the forces that promote and inhibit linkages including environmental, intraorganizational and interorganizational factors. The potential advantages and risks of strengthening organization linkages is reviewed and three options for linkage are discussed.

USES: This article would be beneficial to service agencies that are considering coordinating services with other agencies.

SPECIAL FEATURES: The two figures in the article outline the potential benefits of health and mental health linkages (Figure 1) and interorganizational conditions that inhibit or facilitate interorganizational relationships (Figure 2).

TITLE: Interorganizational Coordination:
Theory, Research, and Implementation

AUTHORS: Rogers, D.L., & Whetten, D.A.

SOURCE: Iowa State University Press, Ames, Iowa

DATE: 1982

FORMAT: Book

PURPOSE: This book is a systematic summarization and critique of information on interorganizational condensation.

SUMMARY: Separately authored chapters are presented in two major sections. Section One provides a conceptual and historical context for the examination of coordination. Discussions focus on definitions of coordination, cooperation, and related terms; different forms of coordination; the ideological basis for present coordination developments, and, antecedents and consequences of successful coordination. Section Two examines coordination in terms of research, implementation, and the development of policy.

USES: This is a concise, well-documented, and informative overview of service coordination. It is recommended as a introductory text for service administrators, and interorganizational coordinators and researchers.

TITLE: Intra-Community Action Networks: The ICAN System

AUTHORS: Kenowitz, L. A., and Edgar, E.

SOURCE: Mental Retardation, 15(3), 13-16

DATE: 1977

FORMAT: Journal article

PURPOSE: The purpose of this article is to describe a community mobilization effort to provide to citizens with handicaps total access to all community functions and services.

SUMMARY: The ICAN System was developed and field-tested in a rural community for the purpose of bringing together persons with handicaps and existing services, and for developing new services where needed. The article describes each component of the problem identification process used with families and professionals which led to an ongoing system of community action and organization.

COMMENTS: This article clearly specifies the step-by-step process used to mobilize community effort including the identified barriers and positive "spinoffs." The process can be adapted for any community.

USES: The ICAN System applies to any community mobilization effort aimed at providing and coordinating human services.

TITLE: Issues and Patterns for Community Networking

AUTHOR: Goddu, R.

SOURCE: ERIC ED 124 542

DATE: May, 1976

FORMAT: Paper

PURPOSE: This paper explains the process of networking as it occurs in communities.

SUMMARY: Networking is defined in this paper as "a process for tapping and developing energy to address a need in a more responsive fashion." The author first discusses how networks develop, grow, and maintain themselves. He then outlines eleven discrete steps to consider when seeking out or trying to build a network.

COMMENTS: The author reviews the importance of gaining access to an individual for networking or to an already existing network and suggests, using a chart for illustration, the mode of entry with the highest probability of success. He suggests that networks begin as a communication channel and may, but not always, move toward specific program development, and continue to grow when they develop follow-up activities. In the eleven steps for building a network the author expands on the access, communication, program development, and follow-up procedures.

USES: This article may be of use to anyone wishing to develop or become part of a network.

SPECIAL FEATURES: The eleven steps to seek out or build a network may be particularly useful.

TITLE: Kansas P.L.A.N. for Deaf-Blind--A Model System for Providing a Coordinated Life-Long Continuum of Services for Deaf-Blind Individuals and their Families

AUTHORS: Kelly, P., Eye, R., Gottula, P., and Friedman, P.

SOURCE: Kansas State Department of Education
120 East 10th Street
Topeka, KS 66612

DATE: June, 1981

FORMAT: Manual or process document

PURPOSE: This document serves as a resource for groups and individuals who plan the coordination of services.

SUMMARY: This document outlines the series of steps to develop a plan in the State of Kansas for services to persons who are deaf-blind. It starts with the decision to launch such a project and proceeds to its satisfactory culmination.

COMMENTS: The rationale for developing a statewide coordination of services is given along with a summary of the activities involved to carry out the plan. Following this overview is a detailed description of the planning process including the role of the project coordinator; the procedures for soliciting membership of the Steering Committee and Task Force; description of agendas for meetings; suggestions on effective means of conducting the meetings; the goals, objectives, and activities of the Project; and the process engaged in by the Kansas P.L.A.N. staff in meeting the project goals and objectives.

USES: This manual would be extremely useful to any organization attempting to coordinate services for any population. Although it specifically discusses statewide coordination of services, the procedures would be beneficial at any level of service coordination.

SPECIAL FEATURES: The appendices include sample letters, needs assessment forms, discussion leader guides, meeting evaluation forms, and document evaluations. This document correlates with another set of six documents, bound as one volume, that represent the products of the planning activities.

TITLE: Local Human Service Delivery: The Integration Imperative

AUTHOR: Hagebak, B.P.

SOURCE: Public Adminstration Review, 575-582

DATE: Nov/Dec. 1979

FORMAT: Journal article

PURPOSE: The purpose of this article is to define the components of human service integration, discuss the barriers to service integration, and outline activities which can be undertaken locally to move toward a voluntary integrated service system.

SUMMARY: The author briefly discusses the generally accepted components of human service delivery: common service areas, co-location, joint care services, case planning, case management, joint management services, and common eligibility. He then discusses three barriers of services integration: organization, personal attitude, and vision. The article concludes with ten "touchpoints" of integrated services.

COMMENTS: The "touchpoints" for integrated services that the author describes are: knowledge base sharing, joint staff/board training, citizen board services, staff action groups, public awareness activities, joint needs assessments, joint regard systems, joint outreach sites, joint case management, and joint systems negotiation.

USES: The ten "touchpoints" for service integration may be particularly useful to agencies as a starting point for recognizing areas of cooperation.

TITLE: A Multiagency Cooperative Health Program: Can it Work?

AUTHOR: Case, L. In C. Hernandez-Logan (Ed.), Caregiving: A Multidisciplinary Approach.

SOURCE: R & E Associates, Palo Alto, CA

DATE: 1981

FORMAT: Book chapter

PURPOSE: The author describes a community collaborative effort to develop a high risk infant program in urban Ft. Worth, Texas.

SUMMARY: The community recognized a need to provide a comprehensive program including medical, social, and educational services for all infants and young children at risk for developmental disabilities and child abuse and neglect. Concomitantly, the need for multi-agency services was recognized, which led to the development of a "custom designed" coordination model based on community and health organization theory. The article discusses the experiences of the Child Development Project, and examines some of the issues which have surfaced related to this collaborative effort.

COMMENTS: The author parallels the experiences of the multi-agency project with the theoretical information derived from the literature. On a positive note, the Child Development Project runs in contrast to the decidedly pessimistic view of collaboration provided by many authors.

USES: Both the discussion of the Child Development Project and an examination of the literature on services integration will serve as a guide for all local community service providers to young children.

TITLE: The Needs of Children with Disabilities: A Comprehensive View

AUTHOR: Healy, A.

SOURCE: Division of Developmental Disabilities
Department of Pediatrics
University Hospital School
The University of Iowa Hospitals and Clinics
Iowa City, Iowa 52242

DATE: 1983

FORMAT: Booklet

PURPOSE: This booklet discusses the comprehensive, coordinated efforts required in health care to children with disabilities.

SUMMARY: The booklet contains four primary sections. The "Overview" chapter discusses past efforts at improving child health care and the need for a "new vision." Included is the rationale for an ecological model that serves the "whole child." Chapter Two (Service Needs) describes major service areas; primary, secondary and tertiary care; community support services; linkages; and training and research needs. Chapter Three provides support for services coordination, and the concluding chapter presents a summary and references.

COMMENTS: This booklet is part of a series which deals with comprehensive services to children with disabilities. It is representative of the total monograph series. The primary format of each booklet is the same, with the content in the other booklets being more specific to the disability discussed. All are separately authored, but are consistently easy to read and highly informative.

USES: This booklet will be helpful to health care professionals, educators, related services personnel, and parents. Although written from the perspective of child health care, the underlying purpose of these booklets is to promote the coordination of all services to meet the total needs of children with disabilities and their families.

SPECIAL FEATURES: Other booklets in the series include: (a) "The Needs of Children with Cancer", (b) "The Early Needs of Children with Cerebral Palsy", (c) "The Needs of Children with Spina Bifida", and (d) "The Needs of Children with Cleft Lip and Palate."

TITLE: New Ways of Planning for New Realities: The Collaborative Option

AUTHOR: Intriligator, B.A.

SOURCE: Paper presented at the Annual Meeting of the American Educational Research Association (New York, 1982)
ERIC Document ED 238 198

DATE: 1982

FORMAT: Guide

PURPOSE: Although there are various types of regional education agencies (REA's), all engage in some type of formal or informal interorganizational arrangement among education units. Because of their unique position, REA's are capable of designing collaborative arrangements. REA administrators are provided with written guidelines for developing collaborative relationships.

SUMMARY: The author provides an overview of collaborative planning using, as an example, an educational collaborative project in Massachusetts. Two major aspects of organizational design are discussed: (a) the development of an appropriate interorganizational structure through which linkages can be developed among organizations, and (b) the delineation of processes of interorganizational interaction that facilitate shared decision-making.

COMMENTS: The specific focus of this paper is on the development of REA collaborations. However, many of the basic concepts of collaboration can be applied to similar projects involving other agencies.

USES: Provided is a brief description of guidelines for agency administrators.

TITLE: New York State Implementation Grant (SIG). Final Report, September 1, 1981 to August, 31, 1982.

SOURCE: New York State Education Dept.
New York Office for the Education of Children with Handicapping Conditions
Albany, NY
ERIC Document ED 233 535

DATE: 1982

FORMAT: Report

PURPOSE: The report describes the major activities of the New York State SIG during 1981-82, which focused on planning comprehensive services for preschoolers with handicaps and accelerating services to infants.

SUMMARY: The report specifically discusses (a) efforts toward passage of legislation, (b) assisting parents and local LEA's in providing services to young children with handicaps, (c) developing a written plan as part of the State plan, (d) establishing three Regional Early Childhood Directive Centers (RECDC), (e) developing state level agreements for the centers, and (f) assisting the RECDC's in linking infants with handicaps to services.

COMMENTS: Of specific interest is the discussion of the establishment of three RECDC's, and the collaborative agreements between these centers and Regional Perinatal Clinics. Models for the three sites are included. A description of parallel efforts to develop state level agreements for the collaboration of efforts between RECDC's and the Department of Health is described.

USES: New York State's activities can serve as a model for state, regional, and local agencies in other states.

SPECIAL FEATURES: Appendices to this report are not included in the ERIC reproduction due to poor reprint quality. See related guidebook "Special Education for Handicapped Children Birth to Five" (1983) which describes programs and services available in New York State.

TITLE: Perspectives on Interagency Collaboration

AUTHORS: Document based on the National Symposium on Interagency Collaboration (June, 1982, Denver, Colorado)

SOURCE: Colorado Department of Education

DATE: 1983

FORMAT: Paper bound book/collection of papers

PURPOSE: In 1982, a group of nationally recognized individuals, including state agency personnel, federal consultants, university researchers, local practitioners, and others convened to discuss issues related to interagency collaboration. The resulting document represents the ideas shared during two days of open discussion.

SUMMARY: Although the contents of the symposium included a discussion of theoretical issues, the primary emphasis was placed on practical considerations. In particular, the following three areas were investigated: (a) immediate problems versus anticipated problems, (b) acute versus chronic problems, and (c) client centered versus systemic problems. The chapters of this document are listed as follows: (a) Critical Elements of successful interagency practice, (b) The Cookbook Model: An Approach to Interagency Collaboration, (c) Notes on the Evaluation of Interagency Collaboration, (d) Current Practice, (e) Managing Interagency Groups, (f) Guidelines for the Establishment and Implementation of Multiple Agency Approach to Services, and (g) Social Shock: The Devolution of Human Services.

COMMENTS: This book is a synthesis of the crucial issues, concepts, and processes related to interagency collaboration. Because of its practical nature, the ideas presented are readily understandable and applicable to state and local collaborative projects. Although the majority of chapters do not present a step-by-step process, what is presented is the conceptual information that should be primary reading before any model is implemented.

USES: This book should be considered by individuals who are managing and/or engaged in group cooperative efforts.

SPECIAL FEATURES: Both the clarity and organization of this document allow for easy reading and comprehension.

TITLE: A Plan For Comprehensive Services For Young Children With Handicaps in Tennessee, Part I: A Preliminary Study of Existing and Needed Services

AUTHORS: Edwards, K.

SOURCE: Tennessee Children's Services Commission
Suite 1600, James K. Polk Building
505 Deaderick Street
Nashville, TN 37219

DATE: December, 1983

FORMAT: Report

PURPOSE: The purpose of this study was to examine the services available to young children with handicaps (0-6 years) and their families, and the services needed for a comprehensive, state-wide delivery system.

SUMMARY: This report: defines the target population of high risk and children with handicaps in need of services; estimates the number of these children who need services; proposes the essential services that these children and their families should receive including health care, specialized treatment and therapy, social service assistance, and early childhood special education; analyzes major types of existing infant and early childhood special education programs and early childhood developmental intervention programs in Tennessee; presents the top ten service delivery problems and recommends needed changes in policy and practice; and projects an eight year timeline for further planning, development, and implementation.

COMMENTS: Four approaches to determining children in need of services is discussed: a) the developmental disabilities approach, b) the educationally handicapped approach, c) the handicapped and at-risk approach, and d) the low income approach. The six necessary components of early intervention are outlined, and the existing early childhood programs for handicapped children are described including each program's procedures for identification, availability and eligibilty of service, parent involvement, program guidelines, standards and best practices, personnel qualifications and staff training, and funding sources. The final section discusses the ten major problem issues identified by the section.

USES: This report serves as an excellent model for other states to use to obtain information regarding existing services and needed services for young children who are handicapped.

SPECIAL FEATURES: A consumer questionnaire regarding services to young children is provided.

TITLE: Planning and Coordination of Social Services in Multiorganizational Contexts

AUTHOR: Davidson, S.M.

SOURCE: Social Service Review, 117137

DATE: 1976

FORMAT: Journal article

PURPOSE: Presented is (a) a three-stage framework to assist planners in making decisions regarding the viability of a coordinated approach to service provision, and (b) a strategy to enhance the success of such approaches.

SUMMARY: This article focuses on the process of cooperation that results in joint decision-making by representatives of organizations. The following framework should be used sequentially by planners to determine the feasibility of interorganizationalized efforts: (a) assessment of environmental pressures acting on the organizations involved, (b) assessment of certain characteristics of the organizations, and (c) aspects of the interorganizational planning process itself.

COMMENTS: The three-stage framework presents the major concepts. After assessing at each stage, planners need to judge whether to proceed with the process of planning organizational coodination.

USES: This is an important tool for planners and administrators who are considering planned coordination for service delivery.

TITLE: Planning Local Health Services for Children

AUTHOR: Levine, S.

SOURCE: World Hospital, 15

DATE: 1979

FORMAT: Journal article

PURPOSE: The article presents a set of basic questions which should be examined when planning health services for children within a community.

SUMMARY: The author recognizes that community planning for child health services often overlooks the actual needs of the community and its consumers. First, policy decisions regarding community services are often "imposed" from above, by individuals who are generally out of touch with children. Second, there is often a preconceived notion about the types of services which should exist, which disregards the inherent differences between communities. The author's questions clearly point to the processes of local needs assessment for health planning, multidisciplinary research, and services collaboration. A short discussion of a collaborative child health program in Toronto, Canada, is provided as an example.

COMMENTS: The primary drawback of this article is its brevity.

USES: The eleven basic questions presented by the author might be used as a general guide or checklist for areas of concern within a needs assessment. The questions address such issues as needs of a community, available services, appropriateness of services, service utilization, and accountability.

Title: Planning Programs for Infants

AUTHORS: Woodruff, G.

SOURCE: The Technical Assistance Development System (TADS)
500 NCNB Plaza
Chapel Hill, North Carolina 27514

DATE: 1985

FORMAT: Booklet

PURPOSE: Intended to assist professionals who are developing state plans for comprehensive early intervention services for children with special needs, this booklet addresses the fundamental issues that must be resolved during the planning stage.

SUMMARY: The following assumptions serve as the basis for this document: (a) no single service delivery system is appropriate to all agencies or to all children and families; (b) a family-focused approach to early intervention is essential; (c) service programs must support, not supplant the family's role; and (d) services should be individualized. Separate sections are devoted to the issues of planning, funding, eligibility, programming, personnel, and monitoring and evaluation. After a brief description of each issue, a series of questions for consideration is presented. These questions are used to guide service planners as they consider each major issue, and, therefore, must be answered by the planners themselves.

COMMENTS: The primary limitation for community service planners is the overall focus on state-level planning. However, the issues related to service collaboration and planning are similar for both states and communities.

USES: This booklet will be helpful to community committees and agencies engaged in collaborative planning for early intervention services in two ways. First, it presents many of the issues and questions that local providers should consider in relation to interagency planning. Second, it presents a list of questions that communities should address to their state-level agencies in order to understand how state planning will affect local services to this population.

FEATURES: The format of this booklet is both concise and practical. It bypasses the usual theoretical material and gets directly to the specific problems that planners need to discuss.

TITLE: Power Brokering in the Community

AUTHORS: Harr, D.

SOURCE: Georgetown University
Child Development Center
3800 Reservior Road, N.W.
Washington, D.C. 20007

DATE: 1984

FORMAT: Guide

PURPOSE: The author offers the process of power brokering as a means of meeting the needs of handicapped children in times of fiscal austerity. The premise behind this effort is that better use must be made of existing talents, goods, and services. Power brokering may be a means of tapping resources essential for providing services to children and families. The author states that the process involves a "functional exhange" whereby those in need gain access to the (power) resources of others. A step-by-step procedure is presented, with examples.

COMMENTS: This workbook was written to link with two other documents produced by Georgtown University: Developing a Community Team and Community Workbook for Collaborative Services to Preschool Handicapped Children. The "Power Brokering" workbook assumes that a community needs assessment has been implemented and needed services have been identified.

USES: This is written for use by any agency, organization, or professional in need of resources.

SPECIAL FEATURES: It includes diagrams, worksheets, helpful hints, and examples of how the process has been used by different agencies.

Title: Problem Solving:
Concepts and Methods for Community Organization

AUTHORS: Brody, R.

SOURCE: Human Sciences Press, New York, NY

DATE: 1982

FORMAT: Book

PURPOSE: This book describes a systematic planning approach to enhance the capability of community organizations to solve problems.

SUMMARY: The format of this book differs somewhat from many "problem-solving" texts in that it does not strictly adhere to a step-by-step process. The author, using his extensive personal experiences as a basis, recognizes that an overly systematic model does not fit the "real world" and combines the systematic process with the creative and dynamic aspects of problem-solving. A combination of concepts and techniques are presented. Topics include: (a) formulating the problem and setting objectives; (b) functions, structures, and organization participants; (c) facilitating the decision-making process; (d) ideas through creative thinking; (e) avoiding traps; (c) obtaining funds; (f) action plans, and other related topics.

COMMNENTS: The authors approach is highly practical and it reflects extensive knowledge of the complexities of community organization. This experience is reflected in numerous examples, and the discussion of limitations related to suggested technique.

USES: A preliminary text for anyone engaged in community planning and organization, or committee work in general.

FEATURES: The book can be read in sequence, or sections can be reviewed as needed. Appended are "strategies for survival" of community organizations, a "problem-solving concepts and methods checklist" and exercises for each chapter.

TITLE: Programming for Atypical Infants and their Families (Monograph #4)

AUTHORS: Jones, M.H., and Brazelton, T.B.

SOURCE: United Cerebral Palsy Associations, Inc.
66 East 34th Street
New York, NY 10016

DATE: 1977

FORMAT: Monograph

PURPOSE: As part of a monograph series produced by the UCP Nationally Organized Collaborative Project to Provide Comprehensive Services for Atypical Infants and their Families, this monograph discusses the need for collaboration between educational and health services in programming fo young children with handicaps.

SUMMARY: This document describes why programs for children with handicaps should provide for close collaboration between parents and educational and health services providers, what is involved in comprehensive services to children and parents, and how appropriate programs can be administered. The mechanism for collaboration is the transdisciplinary approach to service delivery at the program level. The section on administration provides examples of seven different service centers that illustrate a variety of administrative styles.

COMMENTS: The data presented were collected as a part of the UCPA National Collaborative Project.

USES: This monograph provides a rationale and model for the transdisciplinary approach to service provision for atypical infants. This approach should be considered when planning programs and services for this population.

SPECIAL FEATURES: Other monographs in this series may be ordered from United Cerebral Palsy Association, Inc.

TITLE: Promoting Infant Development: A Coalition Model for Community Service Delivery

AUTHORS: Badger, E., and Burns, D.

SOURCE: Paper presented at Annual Convention of the 88th American Psychological Association (Montreal, Quebec, 1980)
ERIC Document ED 197 821

DATE: 1980

FORMAT: Paper

PURPOSE: The authors describe the development and purposes of the United Services for Effective Parenting (USEP) in Ohio. USEP is a separate coordinating agency which began as an advocacy group for service providers to children, birth-to three, and their families. Presently, USEP ties together over 170 parenting programs within the state. The goals of the organization are to (a) connect programs at local, regional, and state levels; (b) provide consultation to the membership and the community; (c) coordinate services and resources; and (d) establish local referral sites. Other issues addressed in the paper are program accountablity, improvement of services, and program survival.

COMMENTS: The author notes that some of the most important events or policies related to families are not mandated by federal law or governmental initiative. The development of USEP provides a clear example of how individuals and small groups can actively mobilize to bring about needed change.

USES: USEP serves as a model for those interested in strengthening and coordinating state and local services to children and families.

TITLE: Provider Services Network Project: Final Report and Manual

AUTHORS: Urban and Rural Systems Associates, San Francisco, CA

SOURCE: Santa Clara County Office of Education
San Jose, CA
ERIC Document ED #148 484

DATE: 1977

FORMAT: Manual (Section V of Document)

PURPOSE: Based on a model project developed in Santa Clara County to improve the availability and coordination of resources needed by child care providers, a handbook was developed to guide other counties with similar efforts.

SUMMARY: The Provider Services Network (PSN) attempts to optimize the inter-relationships between persons who provide child care services in the home or in a child care center, and those persons, agencies, or organizations that provide resources to these individuals. The manual describes the Santa Clara PSN, existing interrelationships between providers and resource agents, a description of roles in the PSN Model, five strategies for optimizing a PSN, a discussion of the need for a change agent, and the optimization process.

COMMENTS: The authors specify that this handbook is not a "cookbook" to create exact duplications, but a step-by-step approach to develop networks which match the needs of each individual community.

USES: The model was developed according to the roles and needs of individuals in child care services. Other child service agencies can use it as an example of one type of networking model.

TITLE: Recommendations to Improve Coordination of Services for Handicapped Children 0-21 (Report form states: Missouri, New Jersey, Colorado, Iowa, and South Dakota)

AUTHORS: National Association of State Directors of Special Education and American Academy of Pediatrics

DATE: May, 1982

FORMAT: Reports

PURPOSE: The purpose of the task forces of each state was to address problems associated with achieving better coordination in the statewide delivery of services to individuals with handicapping conditions, ages 0-21 years.

SUMMARY: These are reports of activities and recommendations made by ad hoc task forces that represented state agencies and associations which provide services to children with handicaps.

COMMENTS: Each state ad hoc task forces (a) agreed upon the coordination and conditions of service providers in their state; (b) developed a goal statement; (c) identified perceived impediments to the goal statement; (d) identified major impediments which, if resolved, would have relatively high power or ability to facilitate the resolution of other barriers; and (e) developed recommendations for state agency officials to consider for taking actions to improve the state's service delivery system.

USES: These reports may provide a helpful outline of a planning process for any organization involved in developing coordination of and conditions for service delivery.

SPECIAL FEATURES: The report for each state contains (a) specific coordination and conditions of service providers, (b) a goal statement, (c) perceived impediments, and (d) identified major impediments and accompanying recommendations.

TITLE: Report of the Task Force on Community Mobilization

AUTHORS: Gliedman, J, Scott, M., Selinger, B., Senderak, F. and Zaidel, S.

SOURCE: Paper presented at the Conference on Early Intervention of Developmental Disabilities, Nashville, Indiana
ERIC DOCUMENT ED 228 798

DATE: May, 1979

FORMAT: Report

PURPOSE: The primary objective of the Task Force on Community Mobilization was to "identify key issues in future planning for mobilization of communities toward optimizing the development of persons with handicaps, both children and adults." Basic assumptions made by the Task Force were that parents are ultimately responsible for their children's lives, society is responsible for all of its citizens, the community is accountable for societal responsibilities, and that no one model for working with persons with handicaps will fit all needs.

SUMMARY: The report identifies and discusses four main clusters of issues pertinent to community mobilization. The first cluster discusses those persons and groups within a community who can be mobilized to assist persons with handicaps. Second, the authors describe the range of services that communities need to address. Third, the "when" or crucial timing of community mobilization is examined. Next, a "how-to" section discusses alternative ways to get communities involved. A final discussion of long-term efforts examines physician training, training for potential parents, and the need for further research and evaluation of mobilization activities.

COMMENTS: This report does not present a step-by-step process for community mobilization for services to persons with handicaps, but is intended to identify the key areas and issues which should be considered in planning. The authors stress a pluralistic approach to the development of models for community mobilization due to the individual characteristics and resources of every community.

USES: This overview will prove useful to all individuals concerned with future planning at the community level for persons with disabilities.

SPECIAL FEATURES: Persons interested in early intervention for children with handicaps may wish to read the other task force reports and papers presented at this conference, and contained within the same ERIC document. Other issues discussed include program implementation, personnel preparation, and evaluation and dissemination.

TITLE: The Service Integration Project. Final Report. A Guide to Collaboration

AUTHORS: Fabrizio, J.J., and Bartel, J. M.

SOURCE: Chapel Hill Training-Outreach Project, North Carolina
ERIC Document ED 149 564

DATE: 1977

FORMAT: Report/guide

PURPOSE: In 1976, a joint memorandum issued by the Office of Child Development (OCD) and Developmental Disabilities (DD) urged the collaboration of both agencies in coordinating and expanding services to young handicapped Head Start children. North Carolina became the pilot state for the demonstration Service Integration Project (SIP). The resources of the Chapel Hill Training-Outreach Project and the Developmental Disabilities Technical Assistance System were employed to develop the project within the state.

SUMMARY: The final report from SIP includes chapters on the following: (a) discussion of services integration, (b) discussion of major agency involvement, (c) the service integration program plan, (d) implementation of service integration, (e) state advisory task force, (f) advocacy, (g) alternative coordination models, (h) the collaborative process, (i) evaluation, and (j) recommendations for replication and investigation. The extensive set of appendices (see Special Features) provides practical models for replication.

COMMENTS: This report provides a very thorough process for developing a comprehensive state-wide system of services integration which accounts for the individual needs of service providers and consumers within each community. Although not written as a step-by-step guide, the process is clearly delineated. A concluding section on suggestions for replication may be helpful.

USES: The authors make note of the fact that local level integration is often difficult without integration at superior levels of government. This report and its extensive appendicies provide the structure for a state to local cooperative effort, and would be useful for all persons concerned with the coordination of services to young children with handicaps.

SPECIAL FEATURES: The appendices to each chapter provide the following examples of related documents: (a) organization charts, (b) operating plans, (c) calendar of events, (d) needs assessment questionnaire form, (e) planning conference agendas, (f) collaborative agreement form, (g) sample letters, (h) evaluation data, and (i) a process manual for collaborative planning.

TITLE: Six State Collaborative Projects

AUTHOR: Nelkin, V.

SOURCE: Technical Assistance Development System (TADS)
500 NCNB Plaza
Chapel Hill, NC 27514

DATE: 1983

FORMAT: Report

PURPOSE: This document reports on the experiences among the six state collaborative projects, jointly sponsored in 1978 by the U.S. Bureau of Health Care Delivery and Assistance and the Office of Special Education and Rehabilitation Services (OSERS). The purpose of these projects (Connecticut, Hawaii, Iowa, Louisiana, Oregon, and Utah) was to improve coordination and communication in state and local service delivery systems for children with handicaps.

SUMMARY: Descriptions of the major models or programs developed in each state are summarized, along with a summary of each state's response to questions about their significant project outcomes. The outcomes reported substantiate improved services to handicapped children as a result of communication and cooperation in working relationships. Commonalities identified among the six projects are: concentrate effort at the community level; focus on preschool children; emphasize in-service training; develop formal interagency agreements; involve both public and private service providers in the development of interagency collaborative efforts at the community level; and be creative in using existing resources. Continuing efforts are needed to insure support at the state and federal levels. Overcoming attitudinal barriers and bringing about changes in behavior is an ongoing challenge.

COMMENTS: This is a concise overview of the total project effort, as well as a summary of each state project which (a) defines the collaborating agencies involved, (b) describes the project, (c) gives strategies and methodologies, (d) predicts outcomes, and (e) provides an update. The fact that the target population is children with handicaps makes this document of special interest.

USES: This is a resource for individuals or groups of individuals who are involved in, or initiating, collaborative efforts in the community.

TITLE: Solving Problems Through Cooperation

AUTHOR: Baxter, J. M.

SOURCE: Exceptional Children, 48(5), 400-407

DATE: 1982

FORMAT: Journal article

PURPOSE: This article presents a guide for using interagency agreements to expand services to persons with handicaps.

SUMMARY: Included are suggestions for using cooperative agreements, and procedures for designing, implementing, and assessing the costs and benefits of cooperative programs. Brief descriptions are presented of how agencies utilized cooperative agreements to solve problems.

COMMENTS: The article is based on a large-scale study completed by the Regional Resource Center Task Force on Interagency Collaboration (1974) and the U.S. Office of Education project on interagency collaboration.

USES: This is relevant reading for all persons concerned with providing comprehensive services to persons with handicapping conditions.

TITLE: Strategic Local Planning: A Collaborative Model

AUTHORS: Delahanty, D.S. and Atkins, G.L.

SOURCE: Human Services Monograph Serice (#23)
Project SHARE
P.O. Box 2309
Rockville, MD 20852

DATE: 1981

FORMAT: Monograph

PURPOSE: This document is based on the experiences of the Human Services Coordination Alliance (Louisville and Jefferson County, Kentucky), which was one of five projects funded to test the potential for local comprehensive human services planning. The authors present a thorough overview of past efforts at comprehensive/collaborative planning and a discussion of their project's design.

SUMMARY: The focus of the Human Services Coordination Alliance was to improve service delivery to clients, provide cost effective services by eliminating duplication, and support local governments in their efforts to cope with the responsibility of expanding human services. This monograph presents an essential overview of comprehensive planning and collaboration which provides a context for the planning model.

COMMENTS: The authors' historical overview of comprehensive/collaborative planning and their chapter on limitations document their awareness of the complexity of, and problems related to, such efforts. However, it is their intention to demonstrate that this type of planning can be accomplished. Their project represents an important addition to the research generated by the services integration movement.

USES: This mongraph is very relevant to all human service providers, service planners, and policymakers.

Title: Team-work: Working Together in the Human Services

AUTHOR: Brill, Naomi I.

SOURCE: J.B. Lippincott Company, Philadelphia, PA

DATE: 1976

FORMAT: Book

PURPOSE: "A team is a group of people each of whom possesses particular expertise; each of whom is responsible for making individual decisions; who together hold a common purpose; who meet together to communicate, collaborate, and consolidate knowledge, from which plans are made, actions determined and future decisions influenced (p. 22)." This book was developed to bridge the gap between research on group activity and human service teams and the common issues that human service providers face when engaging in team-work.

SUMMARY: After some preliminary information about human service concepts and the evolution of term models, the author analyzes the characteristics that affect an individual's participation in a group. Three chapters, specifically devoted to the "internal life of the team," discuss (a) team formation, structure, and composition, (b) communication processes, and, (c) roles. Other sections include discussions of personal preparation for team-work, problem-solving teams, and the term as a subsystem linked to larger systems.

COMMENTS: A nicely honed combination of theory and practice. Examples are provided for clarity, and a list of related readings is appended to each chapter.

USES: An important book for group leaders, facilitators, and group evaluators, yet equally important for all people who function as a team or committee member.

FEATURES: Two evaluation tools are appended. The first set of instruments allow for self-evaluation and introspection -- a means of understanding how we function in relationships. The second tool, "A Functional Yardstick for Team Analysis," should be used as for the ongoing evalution of team.

TITLE: Toward Human Service Integration: A Proposed Methodology for Coordination of Human Services

AUTHORS: Burkholder, J.D, and Community Council of Lancaster County, Lancaster, PA

SOURCE: National Technical Information Service
5285 Port Royal Road
Springfield, VA 22161

DATE: 1972

FORMAT: Guide

PURPOSE: This paper is a call for human services integration at the local or community level. A recommended plan for services coordination which utilizes systems analysis methodology is outlined.

SUMMARY: A two-fold premise set forth in this paper states that (a) integrating existing service activities would result in a more efficient and effective approach to service delivery, and (b) that services integration can be achieved through a logical step-by-step process called systems analysis. The remaining sections of this paper serve to substantiate this premise. The body of the paper contains definitions of key terms and concepts; an overview of the traditional approach to services coordination and delivery; a description of alternatives to the traditional approach; and the methodology for systems analysis of existing services.

COMMENTS: The model for coordination supported by the author exemplifies a "bottom-up" approach. That is, the competence of the local community to plan, initiate, and coordinate services will increase as well as determine the effectiveness of state and federal programs.

USES: This document presents a generic discussion of, and methodology for, community services integration. The methodology is presented as a list of tools and procedures.

SPECIAL FEATURES: Extensive appendices to the system analysis section are included.

TITLE: Training Materials for Developing Interagency Agreements Between Head Start and Child Protective Service Agencies

AUTHORS: Drouin, C., Gold, B., Williams, J., and Bell, J.

SOURCE: Resource Access Project
Child, Youth and Family Services
1741 Silverlake Blvd.
Los Angeles, CA 90026

DATE: 1984

FORMAT: Manual

PURPOSE: Head Start programs are mandated to establish cooperative agreements with child protective agencies (CPS) at the community level. In order to clarify roles and procedures and coordinate services, written interagency agreements may be needed. This manual presents a training unit, presented in a workshop format, for the development of interagency agreements.

SUMMARY: The following five units are presented in a step-by-step process for the workshop trainer: (a) rationale for agreements between both agencies, (b) determining issues for interagency agreements, (c) determining the level in CPS where agreements should be sought, (d) participants in the agreement process, and (e) negotiating interagency agreements.

COMMENTS: This training manual specifically focuses on the issues related to, and requirements of Head Start and Child Protective Agencies. However, some of the issues, as well as the overall training model, can be generalized to other agencies concerned with the development of collaborative agreements.

USES: This model may be adapted for training in other agencies. Depending on the background and skills of the participants, either the total training manual or sections of it may be used.

SPECIAL FEATURES: Each unit contains background material for the trainer, workshop instructions, activities, and materials. Nine separate workshops are required to cover the contents presented in five units.

TITLE: Washington Plan for the Coordination of Early Intervention Services to Young Handicapped Children

SOURCE: Washington State Office of Superintendent of Public Instruction State Implementation Grant

DATE: 1984

FORMAT: State plan (Working draft)

PURPOSE: This plan was developed to help local agencies and individuals organize comprehensive services for young children with handicaps in the state of Washington. The plan offers local decision-makers a range of information and suggestions they can use in determining how to best organize their available resources.

SUMMARY: The plan was developed as a result of the state's long recognized need for a comprehensive service delivery system for young children with handicaps and their families. Early intervention, for the purposes of this Plan, refers to a continuum of services designed to meet the needs of 3-5 year old children with handicaps. Permissive legislation in Washington allows school districts to request funds to serve handicapped children from birth to age 4. The plan is organized into four chapters: child identification, assessment, service delivery, and personnel. Included with each chapter is a resource guide which identifies potential planning resources for communities. Community planning worksheets are also provided covering the areas of needs, goals, personnel, timelines, and anticipated barriers.

COMMENTS: This is a well organized and usable document that can be adapted for other locations. The plan addresses the community as a whole, emphasizing that planning comprehensive services for young children with handicaps encompasses many agencies, disciplines, individuals, and institutions. A "user guide" at the beginning is helpful for understanding the overall organization, goals, and objectives.

USES: This is an example of a comprehensive plan that has adaptability potential.

SPECIAL FEATURES: The plan includes (a) resource guides, (b) worksheets, and (c) an overview of early intervention personnel, including appropriate training and services provided for each discipline identified.

TITLE: Working Together: Cooperation or Collaboration?

AUTHORS: Hord, S.M.

SOURCE: Research and Development Center for Teacher Education, Texas University, Austin, Texas
Eric Document ED 226 450

DATE: 1981

FORMAT: Report

PURPOSE: The author distinguishes between collaboration and cooperation as processes for organizational interaction, and describes the advantages and outcomes of applying each interactional model.

SUMMARY: Cooperation and collaboration models offer different approaches to working together. Selecting the appropriate model depends on the expected outcomes of, and the needs of the organizations involved in interaction. This document defines each term, describes both models, and highlights some of the difficulities of engaging in interorganizational relationships.

COMMENTS: This paper is based on the author's efforts to work with a large school district in a "collaborative mode." The outcome of the case study, which is reported in the document, supports the author's assumptions that collaboration depends on clearly defined expectations of all individuals involved, and agreement regarding the goal of engaging in an interactive process.

USES: This paper will assist individuals who are considering or already engaged in interorganizational relationships in thinking about the purpose and direction of their efforts, and the ongoing requirements of collaboration. It is essential preliminary reading for organizations that are planning to work together.